

City of Saco, Maine Annual Report Year 2008



Painting by Johanna Hoffman, Saco Frame

Saco Transportation Center

Groundbreaking December 20, 2007—Grand opening ceremony February 27, 2009



Saco City Hall

300 Main Street

Saco, Maine 04072

www.sacomaine.org

The City of Saco is pleased to dedicate this year's Annual Report to Development Director Peter Morelli

The City of Saco is pleased to dedicate this year's Annual Report to Development Director Peter Morelli. A City employee since 1987, Peter's contributions to community planning and development have helped to maintain Saco's reputation as one of Maine's leading communities.

When residents of Saco consider the things that make our community special, any number of things may cross their minds: the beautiful beaches, the historic downtown, walkable neighborhoods, the Saco River, the new Transportation Center from which one can be whisked away on the Amtrak Downeaster...in short, a host of features that make Saco one of Maine's premier places to live and work.

For over two decades Peter has taken an active role in guiding Saco to a prominent position among Maine's towns and cities. A landmark accomplishment of the past year was the completion and grand opening of the spectacular new Saco Transportation Center. This was no overnight success. Rather, since 1989 Peter was part of a group of dedicated individuals representing municipalities, transportation agencies, and railroad boosters who persisted in their vision of rail service from Portland to Boston. In appreciation of Peter's efforts, TrainRiders/Northeast recognized him this Spring as "With us from the very beginning, moving Saco from mud to Magnificent, you turned a vision into America's 1st Green Train Station."



Saco is one of Maine's nine Certified Local Government communities, a short list of towns and cities that have been recognized by the National Trust of Historic Places as taking specific steps to preserve historic structures and places. Due to the efforts of Peter and others, a historic preservation district was established in the City's downtown in 1991, and a Historic Preservation Commission created to oversee it and other aspects of the City's heritage. And, while Saco has demonstrated that history is of great importance to its citizens, it does not live in the past, as witnessed by Peter's efforts with a downtown rehabilitation project in the past few years, resulting in several improvements including new sidewalks and underground utility lines.

Other notable achievements of recent years include serving as liaison to the Land for Saco's Future Committee, which has identified and purchased several properties with the help of a bond approved by Saco voters. Future generations will be well served by this forward thinking preservation of these significant pieces of property. The Saco Museum is another of Peter's particular interests. His efforts over the years have elevated the museum to greater prominence in the New England art scene, with a number of well regarded exhibits over the past several years.

Peter and his wife, Janice, are long time residents of Portland. Their daughter, Julia, lives and works in the Washington, D.C. area. When not furthering Saco's interests, you may find Peter pursuing one of his many interests: birdwatching, at Evergreen Cemetery or Biddeford Pool. Thank you Peter for all you have done for the City.

Saco Dedicates Transportation Center

by John Gold, City of Saco Webmaster

On Friday, February 27, 2009, the Saco Transportation Center was officially opened.

Mayor Ron Michaud opened the ceremony, which was marked by beautiful weather, a jazz band, refreshments, local and state officials and a capacity crowd of onlookers who came to get their first view of the center.

"I have never been prouder of the Saco community," Mayor Michaud said, as he noted the community-wide effort to build the center, which has been nearly 18 years in the making. "Thank you for a job well done."



First suggested by Peter Morelli and Mark Johnston in 1991, the proposal to bring Amtrak Downeaster to Saco was submitted to the state in 1992. After literally years of meetings, Saco (rather than Biddeford) was finally chosen as the site for the station and the work began. In addition to the hard work of Peter and Mark, the project has had the support of many of Saco's residents and town officials.

Located in the shadow of the giant windmill and featuring a stunning clock tower, the new Amtrak station is hard to miss. Boasting 5,000 square feet of usable space, the station, designed by Lassel Architects of Berwick, is a green facility.

Among other green technologies, the station uses a wind power generator, geo-thermal heating and cooling, and radiant heating in the waiting room. Amazingly, the roofing material used is actually a composite made of recycled soda bottles, but looks like expensive slate and will last forever. The building also has a solar orientation, is super-insulated, and has special low-flow water fixtures.

"Saco is on the fore front, the cutting edge of public transportation and green energy," noted U.S. Representative Chellie Pingree who spoke at the opening and referred to the city's residents as "visionary." Her remarks came just as Amtrak's Downeaster pulled into the station.

In the case of this station, green is also beautiful. With walls nearly all of glass, a vaulted ceiling with beautiful beams, a skylight, and rich interior detailing, this an attractive and comfortable place to wait for the Downeaster. The wooden furniture for the station is being made locally by Richardson Allen, a company owned by Saco residents Sam and Rebecca Butler, whose office is right next to Saco Spirit's.



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CITY OF SACO VISION STATEMENT

“Our vision is a high quality of life for Saco citizens.

Central to this vision is a sustainable economy that offers
an opportunity for everyone to have rewarding employment and
for business to prosper, now and in the future.

The people of Saco bring this vision into reality by working together and
building on our tradition of hard work, dedication and ingenuity. “

Saco, Maine

A Brief History...

For centuries in pre-historic times, the dramatic falls of the Saco River near where it now crosses Main Street attracted summer visits from the Native people for seasonal fishing and hunting. By the early 17th century, the safe harbor and abundant natural resources attracted European visitors. In 1617 a company of adventurers led by Richard Vines weathered a winter at the mouth of the river in a place still known as Winter Harbor. After subsequent visits, permanent settlers arrived in 1631. Both sides of the river were considered as one town, known first as Saco, and after 1718 as Biddeford. For the next century the town remained sparsely settled because of the devastation of frequent wars with the Natives and the French.

The fortunes of the small settlement changed in 1716, when William Pepperrell, a young merchant from Kittery, purchased 5000 acres and timber rights to an additional 4500 acres on the east side of the Saco. Pepperrell sold off parts of his holdings to millwright Nathaniel Weare and mariner Humphrey Scamman to help expedite his lumbering operation. The eastern settlement's principal roads, Main Street and the Portland, Buxton, and Ferry Roads, were laid out in 1718.

The village grew steadily throughout the 18th century. In 1752 Sir William Pepperrell, then an English Baronet, donated four acres of land near the falls to the town for use as a village common, a burying ground, and a site for a new meetinghouse. The settlers on the eastern bank separated from Biddeford in 1762 and named the new village Pepperrellborough in honor of the town's benefactor. The town grew rapidly in size and wealth as farming, lumbering, and ship building bloomed and prospered. By the time of the Revolution, the growth of international commerce in the town required the government to establish a customs house near the wharves.

In 1805 the town dropped the weighty and difficult to spell name, Pepperrellborough, in favor of the simpler ancient name, Saco. The 19th century brought modern industrial capital development to Saco. The first corporation, a nail factory, was established in 1811. The factory was such a paying venture that it was followed in 1825 by the first of many cotton milling factories. In the next 25 years, Saco could boast of dozens of industries from cotton mills and machine shops, to iron foundries and cigar factories. With the development of massive cotton mills on the western falls of the river, the sister cities of Biddeford and Saco became leaders of manufacturing in the industrial age.

City Council - 2008—2010



Front Row (left to right) Councilor Peg Mills (Ward 1), Mayor Ron Michaud,
Councilor Sandy Bastille (Ward 4);

Back Row (left to right) Councilor Art Tardif (Ward 5), Councilor Eric Cote (Ward 6),
Councilor Les Smith, Jr. (Ward 2), Councilor Marston Lovell (Ward 7),
Councilor Ron Morton (Ward 3)



Richard R. Michaud, City Administrator

It is a pleasure to work in a community where such a high level of community spirit exists. The year ahead will be another filled with challenges and opportunities for the city. I continue to be impressed with the energy and unique abilities of those involved with Saco's local government. We are committed to finding collaborative solutions that will enable us to continue to provide quality municipal services at a cost that is still among the lowest of any Maine Service Center. We are also always seeking opportunities for improvement. In that regard, please do not hesitate to contact me with your ideas, suggestions, comments or criticism. On behalf of the Mayor and City Council I truly want to express our willingness to be open to your needs and to address any and all areas of concern. My contact information is: Rmichaud@sacomaine.org or by telephone at 282-4191.

Respectfully submitted,

Richard R. Michaud

City Administrator

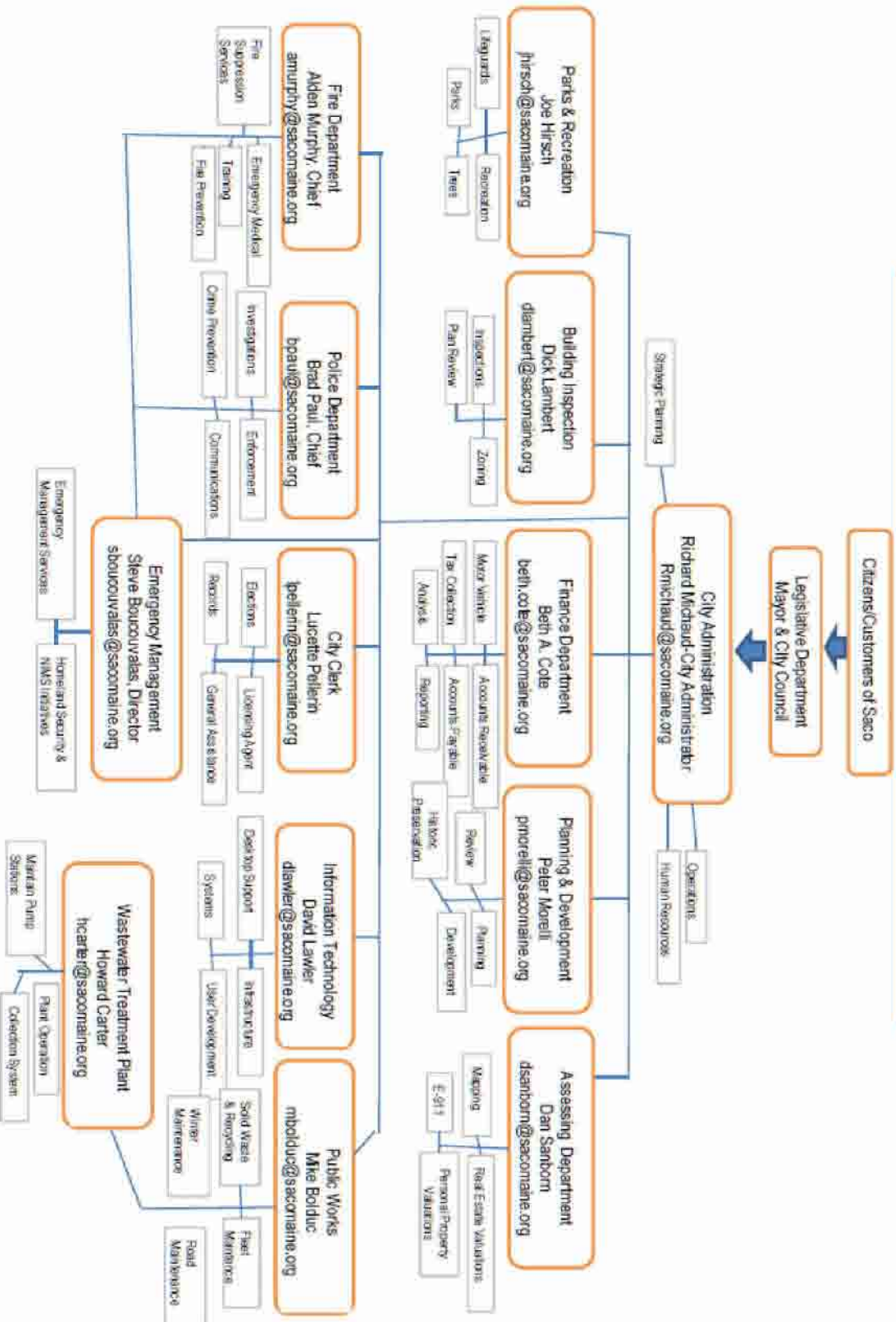
Letter of Transmittal

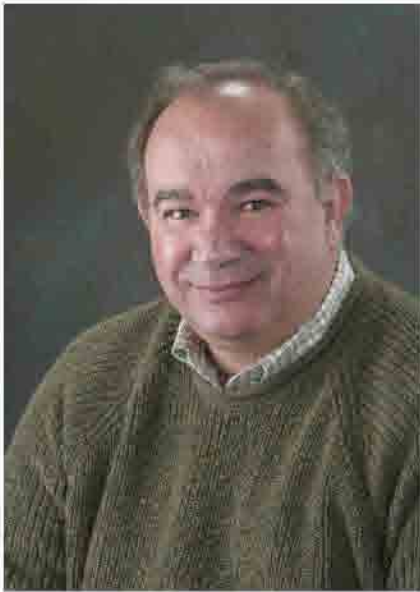
It is with great pleasure that I submit the 2008 Annual Report in accordance with the provisions of the Charter of the City of Saco. Chronicled within these pages are the activities of the municipal departments and the Board of Education along with an independent audit of the City's finances.

Highlights of the Year

- The City purchased approximately 135 acres with the open space bond proceeds approved by the voters a few years ago. The City continues to seek opportunities to utilize the remaining bond proceeds to find additional land.
- The city completed bond financing for several major capital roads projects to be completed during fiscal 2008 and 2009.
- The Parks & Recreation Department continues construction on the new Community Center.
- The city completed its Fourth Performance Measurement Report and received its third National Award for Excellence from the Association of Governmental Accountants (AGA).
- The City continues to utilize its first windmill at the Waste Water Treatment Plant.
- The City's Waste Water Treatment Plan was recognized as the most energy efficient treatment plant in the country for our size.
- The City continues the city-wide effort to restore the infrastructure of the community and that of residents after damage incurred from the April 2007 Patriot's Day storm.
- The City received the Certificate of Achievement for Excellence in Financial Reporting for the sixth time, awarded by the Governmental Finance Officer's Association (GFOA) for their fiscal year 2007 Comprehensive Annual Financial Statement.
- The City received the Distinguished Budget Presentation Award for the fifth time, awarded by the GFOA for their fiscal year 2008 budget.
- The City began offering citizens the ability to register ATV's, boats, and snowmobiles on-line as well as obtain their hunting and fishing licenses.

CITY OF SACO - 2009 ORGANIZATION CHART





Assessing Department

Dan Sanborn, Assessor

dsanborn@sacomaine.org

Phone: (207)282-1611

Mission Statement: *To assess all property in the city in a fair and equitable manner.*

SCOPE OF OPERATIONS: Responsible for assessing all property in the city in order to determine the value for taxation purposes; FY08 valuation was 1,995,056,400 at 91%. This included 7916 properties in five classes or types of properties: residential, agricultural, approximately 400 commercial, and about 50 total industrial and “special purpose” properties, such as those owned by utilities.

USE OF RESOURCES: 3 full time and 2 part time employees.

Neighboring similar towns, Biddeford and Scarborough, employ 4 and 3 people, who are responsible for valuations of approximately 2,465,400,000 at 100% and \$3,397,230,200 at 90%, respectively.

Assessing utilized: ☐ .42% of the FY04 ☐ .45% FY05 ☐ .50%* FY06 ☐ .52%*% FY07 ☐ .51%* FY08 of city services budget to perform their duties.

Here are two other ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND ASSESSING DEPARTMENT
FY04	\$9.33	FY04		
FY05	\$10.57	FY05	\$2,385	\$10.73
FY06	\$12.14*	FY06	\$2,981	\$14.76*
FY07	\$12.72*	FY07	\$2,928	\$15.20*
FY08	\$12.52*	FY08	\$3,064	\$15.65*

**this figure now includes employee benefits*

DEPARTMENT SERVICE DELIVERY GOAL AND PERFORMANCE DATA:

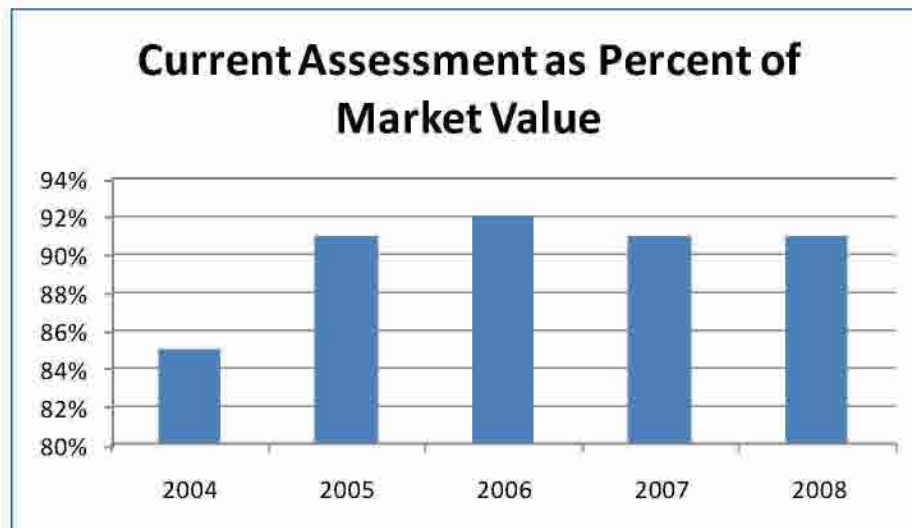
GOAL 1) Each assessment cycle will be at 90-100% of current market value with a quality rating of less than 10.

Currently, property values in Saxo are assessed at approximately 91% of the current or real market value. A range approaching 100% is allowed by state law (when a municipality drops to below 70%, they must revalue all property in their town), and it reflects both the past inability of assessors' offices to accurately update values on an annual basis and so has become a defacto method used by municipalities to control property taxes, and it also reflects current limitations of the mass valuation process whereby some leeway is permitted in order to ensure equity.

The impact of property values and the taxes they generate heavily influence on the city's strategic goal of meeting the city's financial needs to provide services.

PERFORMANCE DATA: (A) Current assessment as percent of market value.

>>>>Data from Assessing records, which is then audited by State annually (see next).



PERFORMANCE DATA: (B) State Annual Audit Quality Rating:

A quality rating is issued by the state and is a mathematical calculation of how close a municipality is to 100% of current market value and how much any single given property wavers from the municipality's stated assessment level for all properties. Any rating under 20 is acceptable by state standards.

STATE ANNUAL AUDIT QUALITY RATINGS

FY 2002	16
FY 2003	12
FY 2004	10.2
FY 2005	10.1
FY 2006	9.6
FY 2007	10.09
FY 2008	10 (EST)
CURRENT—BIDDEFORD	16
CURRENT—SCARBOROUGH	11

>>>>>>>Data from Sate Assessor's annual rating

PERFORMANCE DATA: (C) Accurately value properties in each cycle.

YEAR	PERCENT MARKET VALUE	VALUATION INQUIRIES RECEIVED	NUMBER OF VALUATION APPEALS	APPEALS UPHELD
2004	85%	144	2	0
2005	91%	57	1	0
2006	92%	4	0	0
2007	91%	10	0	0
2008	91%	35	0	0

>>>>Data from Assessing records.

Initiatives to improve valuation accuracy are proposed and undertaken annually as approved and as budgets allow:

(1) Incorporate additional approaches to establishing current market value in assessment cycles, in order to establish the most accurate value for each property.

Saco currently employs two standard techniques to devise property values, the cost approach -- that is, what it would cost to replace a property plus the land value is calculated for the valuation; and the comparable sales approach -- that is, considering sales of like properties to determine the value of a given property. The use of the comparable sales approach for condominiums and homes began in the 2005 assessment cycle and aided in achieving the goal of assessing all property at 90-100% of current market value. Lastly, an income based approach can be used for income generating properties, that is, what a property earns is the basis for establishing its value. This approach was delayed from adoption for the 2008 assessment cycle to the 2009 assessment cycle for apartment buildings because there had been no appreciable changes in values in this category and period, so the cost to execute couldn't be justified.

(2) Contract with outside appraisers to do complete narrative appraisals for commercial properties as appropriate.

The majority of properties in Saco are residential and agricultural, and valuing of these properties is done reliably by in house staff. However, when other types of properties need to be appraised, qualified outsiders can be used in order to ensure these special classes of properties are being accurately valued and so pay their fair share.

The City had outside professionals perform new valuations on the following properties: in 2005; 2 golf courses and 2 shopping centers (the State provided valuations of utilities); in 2006, the Water Company; in 2007, all of the Industrial Park commercial properties ; in 2008, no outside valuations were done due to market conditions as noted above.

CITIZEN SURVEY/INPUT:

In prior years, the Assessing Department has been seen as one of the less satisfactory areas of the city government, with mean ratings between “neutral” (a number rating of 3) and “somewhat satisfied,” (a number rating of 4) which, relative to other ratings for city services, was not as positive. However, based on the small number of valuation inquiries over time, citizens appear fairly accepting of the core activity of providing accurate property valuations by the Assessing Department. So, it still seems possible that there is a negative association between Assessing and high property taxes, which continue to be an issue throughout the state, that is reflected in the lower citizen satisfaction ratings for this department in the broader survey process.

With the real estate market collapse, it will be of great interest to document citizen perceptions of Assessing in the FY09 survey.



Finance Department

Mission Statement: The City of Saco Finance Department, in its capacity of fiduciary agents for the entire taxpayer base of the community, strives to provide the highest levels of customer service and professionalism through adequate training and prudent procedures in its cash collection, billing, licensing, investing, budgeting and financial planning analysis and processes, and the highest levels of financial reporting and disclosure.



Beth A. Cote, MBA – Finance Director

bacote@sacomaine.org

Phone: (207)282-1032

SCOPE OF OPERATIONS: Processed approximately 80,000 financial transactions and collected approximately \$26.1 million in property tax revenues, as well as over \$2.8 million in excise taxes and franchise fees. Overall, the department administered a budget of approximately \$47 million in total expenses and \$47 million in total revenues for the fiscal year.

USE OF RESOURCES: 7 full time employees in FY08 and FY07 (as compared to 8 in FY06).

Nearby similar towns, Biddeford and Scarborough, employ 11,25 and 10 in their Finance Departments, respectively.

Finance utilized: ☐ .94% FY04 ☐ .83% FY05 ☐ 1.11%* FY06 ☐ 4.10%* FY07
☐ 1.05%* of the FY08 city services budget to fund operations.

Here are two ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND FINANCE
FY04	\$20.87	FY04		
FY05	\$20.18	FY05	\$2,385	\$19.80
FY06	\$27.15*	FY06	\$2,981	\$33.01*
FY07	\$26.94*	FY07	\$2,928	\$32.18*
FY08	\$25.69*	FY08	\$3,064	\$32.11*

** this figure now includes employee benefits*

The impact of the Finance Department's mission and three service delivery goals heavily influence on the city's Meeting Financial Needs strategic goal.

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) For customer service representatives to provide friendly, courteous and professional assistance to citizens coming to City Hall to pay city taxes and fees.

The Department processes a high volume of payments in person and focuses on maintaining high quality service while meeting the demands in financial activity.

PERFORMANCE DATA: At least 85% of the surveyed public note above average service received:

>>>>Data below from outside research firm survey; all data that follows thereafter is from audited Financial reports or industry professionals. Note: Unaudited financial data used for FY08, as audit is still in progress.

	FY 08	FY 07	FY 06	FY 05	FY 04
% somewhat or very satisfied	N/A	77.50%	N/A	73.30%	75.60%
Mean rating (1-5 scale)	N/A	4.22	N/A	4.11	4.02

The Department continues to focus on improvements in Customer Service, however staffing changes in FY07 left the area short-handed for 5 months during its busiest times — spring and summer, which was likely reflected in FYK07 year's ratings which were not as strong as expected.

In the FY07 citizen survey, a question on reasonable wait times was added so that Finance could better understand citizen expectations. The Department is now working on ways to start tracking actual wait times in order to track that aspect of performance in FY09.

GOAL 2) To assure that all city vendors are being paid timely through the city's accounts payable process.

The Finance Department keeps on good terms with vendors by ensuring timely payments.

PERFORMANCE DATA: Vendors are paid within 20 days of invoice date, unless not possible due to improper documentation or discrepancies in documentation.

	FY 2008		FY 2007		FY 2006		FY 2005		FY 2004	
	# IN- VOICES	% PAID	# IN- VOICES	% PAID	# INVOICES	% PAID	# INVOICES	% PAID	# INVOICES	% PAID
PAID WITHIN										
0-9 DAYS	3,078	30%	4,281	39%	1,690	17%	1,685	16%	1,196	11%
10-20 DAYS	2,586	25%	3,171	29%	3,720	38%	4,004	38%	2,715	24%
TOTAL W/IN TARGET	5,664	55%	7,452	69%	5,410	56%	5,689	55%	3,911	35%
ALL OTHERS	4,663	45%	3,419	31%	4,295	44%	4,721	45%	7,369	65%
TOTALS	10,327	100%	10,871	100%	9,705	100%	10,410	100%	11,280	100%

In FY08 the AP clerk was out for an extended period, with new personnel covering the position. Additionally, the department was short-handed for 6 months upon the departure of the Finance Director. Both situations contributed to a slight delay in the processing of invoices, however, no noticeable difference in customer service or vendor relations noted.

GOAL 3) To provide the highest levels of financial communication to our citizenry through timely and accurate financial and operational reporting and disclosure.

The Department strives to meet and exceed national reporting standards for municipalities.

PERFORMANCE DATA: (A) The Comprehensive Annual Audited Financial Report is completed and posted to the City's website within 6 months following year end and receives the Government Finance Officer's Association (GFOA) Award distinction.

COMPREHENSIVE ANNUAL FINANCIAL REPORT		
FISCAL YEAR	DATE	AWARD
ENDING	SUBMITTED	RECEIVED
	EXTENSION GRANTED THROUGH	
JUNE 30, 2008	1/31/09	PENDING RESULTS
JUNE 30, 2007	12/20/2007	YES
JUNE 30, 2006	12/11/2006	YES
JUNE 30, 2005	12/16/2005	YES
JUNE 30, 2004	11/30/2004	YES
JUNE 30, 2003	11/24/2003	YES
JUNE 30, 2002	12/27/2002	YES
JUNE 30, 2001	12/20/2001	YES
JUNE 30, 2000	11/20/2000	NO

PERFORMANCE DATA: (B) Distinguished Budget Presentation is completed and posted to the city's website within 90 days following the budget approval and receives the GFOA Award distinction. This year's report was delayed as there was no finance director for 6 months.

DISTINGUISHED BUDGET PRESENTATION			
FISCAL	DATE COUNCIL	DATE	AWARD
YEAR	APPROVED	SUBMITTED	RECEIVED
2009	05/05/08	07/23/07	PENDING RESULTS
2008	04/30/07	07/23/07	YES
2007	05/01/06	07/21/06	YES
2006	05/02/05	07/25/05	YES
2005	06/14/04	08/27/04	YES
2004	05/27/03	08/25/03	YES
2003	06/03/02	08/23/02	YES
2002	06/04/01	08/23/01	NO

PERFORMANCE DATA: (C) Performance Measurement Report on operational efficiencies is completed in December of each year and posted to the city's website within that same month.

PERFORMANCE MEASUREMENT REPORT			
FISCAL	DATE SUBMITTED	AGA'S CERTIFICATE	
YEAR	AND POSTED TO WEB	OF EXCELLENCE AWARDED	
2008	12/31/08	PENDING RESULTS	SUBMISSION ESTIMATED AT TIME OF REPORT PREP
2007	12/28/07	YES	
2006	12/28/06	YES	
2005	01/15/06	YES	
2004	01/15/05	YES	

GOAL 4) To provide the highest level of financial management of all resources.

Various measures can be considered to assess the city's financial health and its management of its resources, and trends in performance can be monitored to alert the city administration of issues.

PERFORMANCE DATA: (A) To improve or maintain the City's bond rating.

A municipality's bond rating affects the rate at which it can borrow money, which means the better a bond rating the City of Saco has, the less it will pay in interest to borrow money. For example, the improved bond rating achieved in 2001 saved citizens approximately \$2.4 million in interest payments over the 20-year term of the 2002 general obligation bond.

EXPLANATION OF BOND RATINGS:

- *AAA* – Best quality; highest grade; extremely strong capacity to pay principal and interest; payment is secured by a stable revenue source.
- *AA* – High quality; very strong capacity to pay principal and interest; revenue sources are only slightly less secure than for highest grade bonds.
- *A* – Upper medium quality; strong capacity to pay principal and interest but revenue sources are considered to be susceptible to fluctuation in relevant economic conditions.
- *BBB* – Medium grade quality; adequate capacity to pay principal and interest, but may become unreliable if adverse economic conditions prevail.
- *BB* and lower – Speculative quality; low capacity to pay principal and interest; represent long-term risk whether relevant economic conditions are favorable or not.

Year	Bond Rating
1938	A
1979	BBB
1982	BBB
1989	BBB+
1993	A-
2001	A+
2004	AA-

PERFORMANCE DATA: (B) Financial Ratios, which compare the relationship between various financial factors with other influential factors (such as population size), provide indicators of the City's overall financial health:

		6/30/07	
Revenues per Capita	Net Operating Revenues	\$ 43,310,264	\$ 2,575
	Population	16,822	
(This ratio divides net operating revenues: all the income to the City from taxes, licenses and permits, intergovernmental, charges for services and other miscellaneous revenues, but not including transfers from other City funds, by population, to give a quick view of how much money the City has to spend per person on all city services.)			
		6/30/06	
		\$ 41,222,962	\$ 2,451
		16,822	
		6/30/05	
		\$ 39,441,265	\$ 2,345
		16,822	
Trend is positive as net operating revenues per capita have increased over this 3-year period. A warning trend would be decreasing net operating revenues per capita.			
		6/30/07	
Intergovernmental Revenues	Intergovernmental Operating Revenues	\$ 13,357,822	30.84%
	Gross Operating Revenues	\$ 43,310,264	
(This ratio divides the money the City receives from Federal, State and Local governments by all revenues the City receives, in order to track what portion of revenue is intergovernmental aid.)			
		6/30/06	
		\$ 12,937,629	31.38%
		\$ 41,222,962	
		6/30/05	
		\$ 10,853,808	27.52%
		\$ 39,441,265	
Trend is negative as intergovernmental revenues as a percentage of gross operating revenues decreased from 2006 to 2007. This is reflective of the fact that although intergovernmental revenues are greater in total than last year, total revenues are increasing at a greater percentage.			
		6/30/07	
Property Tax Revenues	Property Tax Revenues	\$ 24,670,473	
(This records the total amount the City collects in property taxes over time, which shows if the properties in the City are generating more or less in property tax revenues over time.)			
		6/30/06	
		\$ 23,198,593	
		6/30/05	
		\$ 23,686,438	
Trend is positive with an increase in property tax revenues from 2006 to 2007. A warning trend would be decreasing property tax revenues.			
		6/30/07	
Uncollected Property Taxes	Uncollected Property Taxes	\$ 748,772	3.04%
	Net Property Tax Levy	\$ 24,670,473	
(This ratio divides the total amount of property tax payments that went uncollected for a year, by the total amount actually collected in property tax payments in a year, to track if the percentage uncollected is changing over time.)			
		6/30/06	
		\$ 862,792	3.72%
		\$ 23,198,593	
		6/30/05	
		\$ 903,898	3.87%
		\$ 23,354,279	
Trend is positive as the percentage of uncollected property taxes as a percentage of the net property tax levy has decreased over this period.			

		6/30/07	
Expenditures per Capita	Net Operating Expenditures	\$ 42,853,381	\$ 2,547
	Population	16,822	
(This ratio divides net operating expenditures: only the expenses the City incurs relative to delivering City services, by population, to give a quick view of how much money the City has spent per person on delivering services over time.)		6/30/06	
		\$ 39,909,619	\$ 2,372
		16,822	
		6/30/05	
		\$ 38,946,813	\$ 2,315
		16,822	
Trend is negative as this has been increasing consistently over the last 3 years. However, revenues per capita have been increasing as well and are greater than the expenditures per capita in each year.			
		6/30/07	
Employees per Capita	Total municipal employees	166	0.0099
	Population	16,822	
(This ratio divides the total number of City employees by the total City population in order to track if the percent of employees to people they are serving changes over time.)		6/30/06	
		164	0.0097
		16,822	
		6/30/05	
		163	0.0097
		16,822	
Trend is neutral as the number has remained basically consistent with a slight increase from 2006 to 2007. However, it has been increasing ever so slightly and was probably below comparable communities to begin with.			
		6/30/07	
Fringe Benefits	Fringe Benefit Expenditures	\$ 2,254,631	29.63%
	Salaries and Wages	\$ 7,609,205	
(This ratio divides all money spent on fringe benefits (such as health insurance) for City employees by the total salaries and wages of City employees in order to track if the fringe benefit percentage changes over time.)		6/30/06	
		\$ 2,192,445	31.55%
		\$ 6,948,754	
		6/30/05	
		\$ 2,113,210	33.06%
		\$ 6,392,534	
Trend is positive as this percentage to total salaries and wages has been decreasing over the last 3 years. A warning trend would be an increase in fringe benefits expenditures as a percentage of salaries and wages.			
		6/30/07	
Fund Balances	Unreserved Fund Balances	\$ 3,864,971	8.92%
	Net Operating Revenues	\$ 43,310,264	
(This ratio divides the money collected by the City that is unspent at the end of the fiscal year by the net operating revenues (all the income to the City with the exception of transfers from other funds), to track over time how well the City is meeting its goal for setting aside reserve funds every year for emergencies. The City has a policy to maintain these funds at 8.33% to 10% of prior year budgeted expenditures.)		6/30/06	
		\$ 4,779,535	11.59%
		\$ 41,222,962	
		6/30/05	
		\$ 4,848,829	12.29%
		\$ 39,441,265	
Trend appears to be negative as percentage has decreased from 2005. However, the city's fund balance policy is to maintain between 8.33% and 10%. The City is still within their policy levels. In the past budgets, undesignated fund balance has been utilized to minimize property tax increases.			

		6/30/07	
Liquidity	<u>Cash and Short Term Investments</u>	\$ 5,833,045	113.70%
	<u>Current Liabilities</u>	\$ 5,130,137	
(This ratio divides all cash the City has on hand plus any investments the City has on hand that could be converted into cash within a short time period and at no loss, by all money the City owes for current liabilities (outstanding money owed by the City except for long term debt), as of year end, as a way to assess if the City could pay the bills it owes with the money it has on hand at year end.)		6/30/06	
		\$ 5,357,761	85.44%
		\$ 6,271,035	
		6/30/05	
		\$ 5,346,831	149.72%
		\$ 3,571,282	
Trend is positive from 2006 to 2007. A warning trend is a decreasing amount of cash and short term investments as a percentage of current liabilities.			
		6/30/07	
Current Liabilities	<u>Current Liabilities</u>	\$ 5,130,137	11.85%
	<u>Net Operating Revenues</u>	\$ 43,310,264	
(This ratio divides all money the City owes for current liabilities (Outstanding money owed by the City except for long term debt), by net operating revenues (all the income to the City with the exception of transfers from other funds), as a way to assess what percentage of City revenues are earmarked to pay City bills as of year end.)		6/30/06	
		\$ 6,271,035	15.21%
		\$ 41,222,962	
		6/30/05	
		\$ 3,571,282	9.05%
		\$ 39,441,265	
Trend is positive from 2006 to 2007. A warning trend is an increase in current liabilities as a percentage of net operating revenues.			
		6/30/07	
Long Term Debt	<u>Net Direct Bonded Long-Term Debt</u>	\$ 15,492,688	0.80%
	<u>Assessed Valuation</u>	\$ 1,929,962,500	
(This ratio divides the amount the City currently owes on its General Obligation Bond debt with a life of over one year, by the value of all the property within the City as then recorded, in order to demonstrate the ability of property tax values to generate tax income to pay off debt over time.)		6/30/06	
		\$ 17,239,733	0.96%
		\$ 1,789,765,800	
		6/30/05	
		\$ 17,476,778	1.19%
		\$ 1,468,822,600	
Trend is positive as percentage has decreased consistently over the last 3 years. A warning trend is increasing net bonded debt as a percentage of the assessed valuation.			
		6/30/07	
Debt Service	<u>Net Direct Debt Service</u>	\$ 2,284,899	5.28%
	<u>Net Operating Revenues</u>	\$ 43,310,264	
(This ratio divides the annual amount of principal and interest paid on the City's General Obligation Bonds with a life of over one year, by net operating revenues (all the income to the City with the exception of transfers from other funds), as a way to assess what portion of the City's annual income is used to pay principal and interest on debt during the fiscal year.)		6/30/06	
		\$ 2,383,372	5.78%
		\$ 41,222,962	
		6/30/05	
		\$ 2,761,234	7.00%
		\$ 39,441,265	
Trend is positive as percentage has decreased consistently over the last 3 years. A warning trend is increasing direct debt service as a percentage of net operating revenues.			

			6/30/07	
Overlapping Debt	Long-Term Overlapping Bonded Debt	\$ 1,122,239	0.058%	
	Assessed Valuation	\$ 1,929,962,500		
			6/30/06	
(This ratio divides the City's proportionate share of York County debt (determined by the percentage of the City's state valuation to the County's state valuation), by the value of all the property within the city as then recorded, in order to demonstrate the ability of property tax values to generate tax income to pay off this proportionate debt over time.)		\$ 1,106,000	0.06%	
		\$ 1,789,765,800		
			6/30/05	
		\$ 1,154,160	0.08%	
		\$ 1,468,822,600		
Trend is positive as percentage has decreased consistently over the last 3 years. A warning trend is increasing overlapping bonded debt as a percentage of assessed valuation.				
			6/30/07	
Maintenance Effort	Expenditures for repairs and maintenance of fixed assets	\$ 1,545,404	2.27%	
	Quantity of Assets	\$ 68,075,628		
			6/30/06	
(This ratio divides the money spent on maintaining the City's assets (such as buildings and equipment), by the value of those assets to track what percentage of their value is being spent on maintenance over time.)		\$ 1,627,988	2.46%	
		\$ 66,260,823		
			6/30/05	
		\$ 1,184,334	2.23%	
		\$ 53,060,713		
Trend appears to be negative from 2006 to 2007 as expenditures have decreased as a percentage of the value of assets over the last year. However, the city is currently working on an asset management plan.				
			6/30/07	
Capital Outlay	Capital Outlay	\$ 1,200,204	2.80%	
	Net Operating Expenditures	\$ 42,853,381		
			6/30/06	
(This ratio divides the annual amount of money spent on capital improvement projects (such as a new roof on City Hall) by net operating expenditures; only the expenses the City incurs relative to delivering City services, to track the percent of what the City has spent that is dedicated to acquiring long term assets or extending their useful lives.)		\$ 1,269,378	3.18%	
		\$ 39,909,619		
			6/30/05	
		\$ 1,242,158	3.19%	
		\$ 38,946,813		
Trend appears negative as capital outlays have been decreasing as a percentage of operating expenditures. This is due to state law limiting the amount of property tax increases from one year to the next.				
			6/30/07	
Depreciation Expense	Depreciation Expense	\$ 1,541,741	3.30%	
	Cost of Depreciable fixed assets	\$ 46,721,022		
			6/30/06	
(This ratio divides the allocation of the cost of a fixed asset to each period that the asset is used (depreciation), by what the City spends to acquire such items, to track by what percentage their fixed assets are deteriorating in comparison to the original cost of these assets.		\$ 1,505,101	3.29%	
		\$ 45,745,826		
			6/30/05	
		\$ 1,414,371	3.14%	
		\$ 45,011,593		
Trend is negative as depreciation expense increased as a percentage of total depreciable fixed assets from 2006 to 2007.				

Population	Population	6/30/07	16,822	
(Population figures are from the census numbers which are done every 10 years.)		6/30/06	16,822	
		6/30/05	16,822	
A warning trend is a rapid change in population size.				
Median Age	Median Age	6/30/07	37.2	
(Median age figures are from the census numbers which are done every ten years, and reflect that half the population within Saco is older than 37.2 years of age and half the population is younger than 37.2 years of age.)		6/30/06	37.2	
		6/30/05	37.2	
A warning trend is an increasing median age of the population.				
Personal Income per Capita	Personal income in constant dollars	6/30/07	\$ 441,863,474	\$ 26,267
	Population		16,822	
(This ratio divides the personal income for City residents by the City's population, which indicates the financial health of citizens over time.)		6/30/06	\$ 441,863,474	\$ 26,267
			16,822	
		6/30/05	\$ 441,863,474	\$ 26,267
A warning trend is a decline in the level of personal income per capita. This data is available through the US Census Bureau and is updated every 10 years.			16,822	
Property Value	Change in Property Value	6/30/07	\$ 140,186,700	7.83%
	Property Value prior year		\$ 1,789,765,800	
(This ratio divides the change in property value (the recorded value of all properties within the City), from one year to the next, by the prior year's property value, in order to track if properties are gaining or losing value over time.)		6/30/06	\$ 320,943,200	21.85%
			\$ 1,468,822,600	
		6/30/05	\$ 332,332,700	29.24%
			\$ 1,136,489,900	
Negative trend as property values have decreased from 2006 to 2007. This is due to a slowing economy for new housing development within the area.				
Residential Development	market value of new residential development	6/30/07	\$ 132,855,000	72.94%
	Market value of new total development		\$ 182,150,000	
(This ratio divides the total market value (not the City's recorded value, which is at less than 100% of market value) of new residential development in the City, by the total market value of all new development, to track what percent residential development is of the total, with an understanding that residential development tends to drive city services costs higher.)		6/30/06	\$ 249,689,700	67.54%
			\$ 369,683,000	
		6/30/05	\$ 284,269,300	81.23%
			\$ 349,962,492	
Negative trend as residential increased as a percentage of total development from 2006 to 2007. This is due to business development being more adversely affected by a slowing economy than the residential market.				

CITIZEN SURVEY/INPUT: As part of the overall city administration, Finance rated fairly positively overall in FY07, FY05 and FY04 by citizens surveyed with mean ratings of 3.9, 3.86 and 3.73 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.”

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The City's administration, including the Administrator's Office, Finance Department, and City Clerk's Office	2004	2.8%	5.8%	24.5%	39.3%	19.3%	8.5%	3.73
	2005	2.3%	4.8%	18.5%	43.3%	22.0%	9.3%	3.86
	2007	2.0%	3.0%	16.5%	39.5%	20.5%	18.5%	3.90
The ease of doing business in person at City Hall	2004	2.8%	6.5%	13.0%	39.3%	36.3%	2.3%	4.02
	2005	1.8%	4.3%	15.8%	33.3%	40.0%	5.0%	4.11
	2007	1.3%	4.3%	11.0%	34.0%	43.5%	6.0%	4.22
The quality of the information you receive regarding the City budget and the use of taxpayer dollars	2004	6.0%	14.0%	27.8%	28.8%	14.0%	9.5%	3.34
	2005	4.5%	10.0%	24.8%	32.0%	18.0%	10.8%	3.55
	2007	3.5%	9.8%	18.3%	32.5%	18.5%	17.5%	3.64

Regardless of the indicators that show the City's financial health is generally quite positive (as reported in GOAL 4 above), citizens either do not hear this good news or do not equate sound financial management with good news for citizens regarding the budget and use of taxpayer dollars; for example, when asked to rate “the quality of the information you receive regarding the City budget and the use of taxpayer dollars,” the mean rating of 3.64 is similar to those of prior years and not a strongly positive rating.

Citizen lack of awareness of the city's positive financial situation may continue to reflect the larger communications issue discussed in prior years' reports: citizens continue to rate city communication efforts (see chart immediately below) between "neutral" and "somewhat satisfied." This level of response indicated there is room for improvement in the matter of communications with the public, and efforts such as a newsletter or this report, and the citizen friendly version of prior years, do not seem to have addressed this concern.

	2004	2005	2007
City programs and services	3.48	3.49	3.65
Local issues and public involvement opportunities	3.45	3.46	3.56

Citizens surveyed rated their "feelings about Saco property taxes relative to the city services you receive," at a mean response of just 2.92 in FY07, which was similar to ratings of 3.02 in FY05 and 2.9 in FY04, and remains one of the lowest ratings for the City overall. So, it also may be that citizens cannot separate concerns over property valuations and their property tax payments from how well city revenues are used and/or how well its resources are being financially managed.

Thus a continuing theme in this report process is to encourage the City overall to both improve its communications efforts, including about the Finance Department's successes, and also to work on educating citizens about the value they are getting for their money.

Excerpts from the
Comprehensive Annual Financial
Report for
Fiscal Year Ended
June 30, 2008



Independent Auditor's Report

City Council
City of Saco, Maine:

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Saco, Maine as of and for the year ended June 30, 2008, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Saco, Maine's management. Our responsibility is to express opinions on these basic financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Saco, Maine, as of June 30, 2008, and respective changes in financial position, and where applicable, cash flows thereof and the budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The Management's Discussion and Analysis, as listed in the table of contents, is not a required part of the basic financial statements but is supplementary information required by the accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Saco, Maine's basic financial statements. The combining and individual nonmajor fund financial statements and schedules listed in the table of contents are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

City Council
Page 2

In accordance with *Government Auditing Standards*, we have also issued a report dated June 9, 2009 on our consideration of the City of Saco, Maine's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and important for assessing the results of our audit.

A handwritten signature in cursive script, reading "Raymond Hudson Ouellette".

June 9, 2009
South Portland, Maine

Audit for the Year Ending June 30, 2008

Extracted Financial Statements

The following schedules have been extracted from the 2007 financial statements of the *City of Saco, Maine, Comprehensive Annual Financial Report*, for fiscal year ended June 30, 2008, a complete copy of which is available for inspection at City Hall, or online at www.sacomaine.org. The schedules included herein are:

Statement 1	Statement of Net Assets
Statement 2	Statement of Activities
Statement 3	Balance Sheet—Governmental Funds
Statement 4	Statement of Revenues, Expenditures, and Changes in Fund Balances
Statement 5	Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities
Statement 6	General Fund Statement of Revenues, Expenditures, and Changes in Fund Balances - Budget and Actual
Statement 7	Statement of Net Assets - Proprietary Fund
Statement 8	Statement of Revenues, Expenses, and Changes in Fund Net Assets, Proprietary Funds
Statement 9	Statement of Cash Flows, Proprietary Funds
Statement 10	Statement of Fiduciary Net Assets, Fiduciary Funds
Exhibit E-1	Combining Balance Sheet - All Other Governmental Funds
Exhibit E-2	Combining Statement of Revenues, Expenditures and Changes in Fund Balances, All Other Governmental Funds

CITY OF SACO, MAINE
Statement of Net Assets
June 30, 2008

	Governmental Activities	Business-type Activities	2008 Total
ASSETS			
Cash and cash equivalents	\$ 3,559,363	\$ 4,315,246	\$ 7,874,609
Investments	3,399,899	-	3,399,899
Receivables:			
Accounts (net of allowance of \$100,000)	1,541,148	262,812	1,803,960
Taxes - current	852,088	-	852,088
Taxes - prior years	66,195	-	66,195
Tax liens	190,983	-	190,983
Notes (net of allowance of \$7,172)	14,287	-	14,287
Inventories and other	39,881	-	39,881
Prepaid expenses	574,895	-	574,895
Tax acquired property	58,359	-	58,359
Depreciable capital assets, net	15,282,664	3,745,995	19,028,659
Non-depreciable capital assets	38,292,207	14,918,272	53,210,479
Total assets	63,871,969	23,242,325	87,114,294
LIABILITIES			
Accounts payable and other current liabilities	2,322,582	40,666	2,363,248
Accrued liabilities	1,558,273	23,596	1,581,869
Taxes collected in advance	28,665	-	28,665
Internal balance	(2,916,914)	2,916,914	-
Noncurrent liabilities:			
Due within one year	2,491,215	345,000	2,836,215
Due in more than one year	17,598,260	1,713,957	19,312,217
Total liabilities	21,082,081	5,040,133	26,122,214
NET ASSETS			
Invested in capital assets, net of related debt	34,636,209	16,689,267	51,325,476
Restricted for:			
Permanent fund principal	181,383	-	181,383
Other purposes	220,016	-	220,016
Unrestricted	7,752,280	1,512,925	9,265,205
Total net assets	\$ 42,789,888	\$ 18,202,192	\$ 60,992,080

CITY OF SACO, MAINE
Statement of Activities
For the Year Ended June 30, 2008

Functions/Programs	Net (Expense) Revenue and Changes in Net Assets					
	Program Revenues			Primary Government		
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities
Primary government:						
Governmental activities:						
General Government	\$ 2,388,585	\$ 751,767	\$ 75,744	\$ 26,000	\$ (1,535,074)	\$ -
Public Safety	5,401,015	554,750	30,231	-	(4,816,034)	-
Public Works	4,369,642	281,546	-	262,677	(3,825,419)	-
Housing Programs	256,359	-	286,064	-	29,705	29,705
Culture and Recreation	915,311	532,934	-	-	(382,377)	-
Education	29,015,189	1,205,550	13,376,992	-	(14,432,647)	-
Unclassified	3,878,749	-	-	-	(3,878,749)	-
Interest on Debt	993,992	-	-	-	(993,992)	-
Capital Maintenance Programs	788,291	-	-	12,143	(776,148)	-
Total governmental activities	48,007,133	3,326,547	13,769,031	300,820	(30,610,735)	-
Business-type activities:						
Waste Water Treatment Plant	2,265,113	2,218,457	-	-	(46,656)	(46,656)
Total business-type activities	2,265,113	2,218,457	-	-	(46,656)	(46,656)
Total primary government	\$ 50,272,246	\$ 5,545,004	\$ 13,769,031	\$ 300,820	\$ (30,610,735)	\$ (46,656)
General revenues:						
Property taxes, levied for general purposes				\$	26,612,796	\$
Motor vehicle excise taxes					2,854,280	-
Franchise tax					231,112	-
Grants and contributions not restricted to specific programs:						
Homestead Exemption					337,229	-
Other State aid					34,497	-
State Revenue Sharing					1,510,442	-
Unrestricted investment earnings					271,998	89,842
Miscellaneous revenues					386,390	4,734
Total general revenues					32,238,744	94,576
Change in net assets					1,628,009	47,920
Net assets - beginning					41,161,879	18,154,272
Net assets - ending				\$	42,789,888	\$ 18,202,192
						\$ 60,992,080

CITY OF SACO, MAINE
Balance Sheet
Governmental Funds
June 30, 2008

	General Fund	Mill Brook Industrial Park	Saco Island TIF District	Other Governmental Funds	2008 Total Governmental Funds
ASSETS					
Cash and cash equivalents	\$ 2,681,798	\$ -	\$ -	\$ 877,565	\$ 3,559,363
Investments	1,309,468	-	75	2,090,356	3,399,899
Receivables, net of allowance of \$100,000	496,704	-	1,602	1,042,842	1,541,148
Interfund receivables	7,186,617	-	-	1,353,461	8,540,078
Loans receivable, net of allowance \$7,142	-	-	-	14,287	14,287
Taxes and liens receivable	1,109,266	-	-	-	1,109,266
Tax acquired property	58,359	-	-	-	58,359
Prepaid items	572,792	-	-	2,103	574,895
Inventories and other	-	-	-	39,881	39,881
Total assets	\$ 13,415,004	\$ -	\$ 1,677	\$ 5,420,495	\$ 18,837,176
LIABILITIES AND FUND BALANCES					
Liabilities:					
Accounts payable	1,758,428	-	364,619	199,535	2,322,582
Accrued liabilities	1,515,991	-	-	42,282	1,558,273
Taxes collected in advance	28,665	-	-	-	28,665
Interfund payables	1,353,460	1,344,494	1,395,011	1,530,199	5,623,164
Deferred revenue	788,695	-	-	-	788,695
Total liabilities	5,445,239	1,344,494	1,759,630	1,772,016	10,321,379
Fund balances (deficits):					
Reserved for:					
Encumbrances	109,361	-	-	-	109,361
Prepaid items	572,792	-	-	-	572,792
Nonexpendable trust principal	-	-	-	181,383	181,383
Capital improvements	3,481,440	-	-	-	3,481,440
Inventory	-	-	-	1,570	1,570
Other purposes	-	-	-	220,016	220,016
Unreserved, reported in:					
General Fund- designated	763,528	-	-	-	763,528
General Fund- undesignated	3,042,644	-	-	-	3,042,644
Special revenue funds	-	-	-	1,257,243	1,257,243
Capital project funds	-	(1,344,494)	(1,757,953)	1,604,528	(1,497,919)
Permanent funds	-	-	-	383,739	383,739
Total fund balances (deficits)	7,969,765	(1,344,494)	(1,757,953)	3,648,479	8,515,797
Total liabilities and fund balances (deficits)	\$ 13,415,004	\$ -	\$ 1,677	\$ 5,420,495	
Amounts reported for governmental activities in the statement of net assets (Statement 1) are different because (See Note 4, also):					
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.					53,574,871
More specifically, non-depreciable & depreciable capital assets as reported on Statement 1					
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds (See Note 1).					(20,089,475)
Noncurrent liabilities as reported on Statement 1	(18,938,662)				
Accrued liabilities (compensated absences) as reported on Statement 1	(1,150,813)				
	(20,089,475)				
Deferred revenues- more specifically, deferred property taxes not reported on Statement 1					788,695
Net assets of governmental activities					\$ 42,789,888

CITY OF SACO, MAINE
Statement of Revenues, Expenditures, and Changes in Fund Balances
Governmental Funds
For the Year Ended June 30, 2008

	General Fund	Mill Brook Industrial Park	Saco Island TIF District	Other Governmental Funds	2008 Total Governmental Funds
REVENUES					
Taxes	\$ 29,258,042	\$ -	\$ -	\$ -	\$ 29,258,042
Licenses and permits	697,994	-	-	-	697,994
Intergovernmental	13,142,105	-	-	1,802,344	14,944,449
Intergovernmental on-behalf payments	1,744,847	-	-	-	1,744,847
Charges for services	775,330	-	-	699,694	1,475,024
Other revenues	334,345	-	500,001	381,549	1,215,895
Total revenues	45,952,663	-	500,001	2,883,587	49,336,251
EXPENDITURES					
Current:					
General government	2,167,619	-	-	-	2,167,619
Public safety	5,081,794	-	-	-	5,081,794
Public works	4,371,335	-	-	-	4,371,335
Housing programs	-	-	-	256,359	256,359
Culture and recreation	879,544	-	-	-	879,544
Education	25,183,307	-	-	1,954,612	27,137,919
Maine PERS on-behalf payments	1,744,847	-	-	-	1,744,847
Unclassified	2,853,683	-	-	66,796	2,920,479
Intergovernmental:					
County tax	958,270	-	-	-	958,270
Debt service:					
Principal	1,397,045	-	-	-	1,397,045
Interest and other charges	993,992	-	-	-	993,992
Capital improvements	4,117,439	-	1,892,978	958,399	6,968,816
Total expenditures	49,748,875	-	1,892,978	3,236,166	54,878,019
Excess (deficiency) of revenues over (under) expenditures	(3,796,212)	-	(1,392,977)	(352,579)	(5,541,768)
OTHER FINANCING SOURCES (USES)					
Capital lease issuance of debt	343,479	-	-	-	343,479
Bond proceeds	4,355,000	-	-	-	4,355,000
Transfers in	1,072,061	-	388,072	(67,868)	1,392,265
Transfers out	(626,092)	-	-	(766,173)	(1,392,265)
Total other financing sources (uses)	5,144,448	-	388,072	(834,041)	4,698,479
Net change in fund balances	1,348,236	-	(1,004,905)	(1,186,620)	(843,289)
Fund balances (deficits)-beginning	6,621,529	(1,344,494)	(753,048)	4,835,099	9,359,086
Fund balances (deficits)-ending	\$ 7,969,765	\$ (1,344,494)	\$ (1,757,953)	\$ 3,648,479	\$ 8,515,797

CITY OF SACO, MAINE
Reconciliation of the Statement of Revenues, Expenditures,
and Changes in Fund Balances of Governmental Funds
to the Statement of Activities
For the year ended June 30, 2008

Net change in fund balances- total governmental funds (from Statement 4)	\$	(843,289)
--	----	-----------

Amounts reported for governmental activities in the statement of activities (Statement 2) are different because (see Note 1, also):

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense, with the exception of infrastructure which is recorded at historical cost and not depreciated as the Modified Approach is being used. More specifically, this is the amount by which capital outlays and loss on disposal exceeded depreciation in the current period.

Statement 4 Capital Outlays	\$	6,968,816	
Statement 2 Capital Outlays		788,291	
Variance		6,180,525	
Less: Net Depreciation		1,505,501	
To reconciliation	\$	4,675,024	4,675,024

Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds. More specifically, this amount represents the change in deferred property taxes.

298,891

Bond proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net assets. Repayment of bond principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. More specifically, this represents the net amount of principal increases (decreases) in debt service made during the year.

(2,406,702)

New debt incurred	\$	(4,709,568)	
Retired debt		2,302,866	
Net debt service	\$	(2,406,702)	

Long-term liabilities are not due and payable in the current period and therefore are not reported in the funds. More specifically, this represents the change in long term accrued compensated absences.

(95,915)

Change in net assets of governmental activities (see Statement 2)	\$	1,628,009
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CITY OF SACO, MAINE
General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balances - Budget and Actual
For the year ended June 30, 2008

	Budgeted Amounts		Actual Amounts	Variance with Final Budget- Positive (negative)
	Original	Final		
REVENUES				
Taxes	\$ 29,429,759	\$ 29,429,759	\$ 29,258,042	\$ (171,717)
Licenses and permits	703,100	703,100	697,994	(5,106)
Intergovernmental	13,088,334	13,088,334	13,142,105	53,771
Charges for services	797,500	797,500	775,330	(22,170)
Interest earnings	150,000	150,000	170,633	20,633
Other revenues	436,408	436,408	163,712	(272,696)
Total revenues	44,605,101	44,605,101	44,207,816	(397,285)
EXPENDITURES				
Current:				
General government	2,303,910	2,303,910	2,167,619	136,291
Public safety	5,275,326	5,275,326	5,081,794	193,532
Public works	4,184,206	4,184,206	4,371,335	(187,129)
Culture and recreation	894,988	894,988	879,544	15,444
Education	25,673,430	25,673,430	25,097,576	575,854
County tax	941,096	941,096	958,270	(17,174)
Unclassified	3,519,283	3,519,283	2,853,683	665,600
Debt service	2,286,135	2,286,135	2,391,037	(104,902)
Capital improvements	423,256	2,084,687	3,773,960	(1,689,273)
Total expenditures	45,501,630	47,163,061	47,574,818	(411,757)
Excess (deficiency) of revenues over (under) expenditures	(896,529)	(2,557,960)	(3,367,002)	(809,042)
OTHER FINANCING SOURCES (USES)				
Bond proceeds	-	-	4,355,000	4,355,000
Transfers in	476,000	476,000	1,072,061	596,061
Transfers out	(588,435)	(588,435)	(626,092)	(37,657)
Total other financing sources and uses	(112,435)	(112,435)	4,800,969	4,913,404
Net change in fund balances	(1,008,964)	(2,670,395)	1,433,967	4,104,362
Fund balance - beginning	6,621,529	6,621,529	6,621,529	-
Fund balance - ending	\$ 5,612,565	\$ 3,951,134	\$ 8,055,496	\$ 4,104,362

Net change in fund balance for the general fund in the Statement of Revenues, Expenditures, and Changes in Fund Balances (Statement 4) is different because:

Statement 4 is reported under the Modified Accrual basis of accounting and therefore includes the change in accrual for the Teachers summer salaries amount of

(85,731)

Ending Fund Balance (Statement 4)

\$ 7,969,765

CITY OF SACO, MAINE
Statement of Net Assets
Proprietary Fund
June 30, 2008

	Business-type activities Enterprise Funds Waste Water Treatment Plant
ASSETS	
Current assets:	
Cash and cash equivalents	\$ 4,315,246
Receivables	262,812
Total current assets	4,578,058
Noncurrent assets:	
Depreciable capital assets	
Vehicles	120,689
Buildings	14,775,600
Equipment	2,748,279
Less accumulated depreciation	(13,898,573)
Non-depreciable capital assets	14,918,272
Total noncurrent assets	18,664,267
Total assets	23,242,325
LIABILITIES	
Current liabilities:	
Accounts payable	40,666
Accrued liabilities	107,553
Interfund payables	2,916,914
Total current liabilities	3,065,133
Noncurrent liabilities:	
Bonds payable due within one year	345,000
Bonds payable due in more than one year	1,630,000
Total noncurrent liabilities	1,975,000
Total liabilities	5,040,133
NET ASSETS	
Invested in capital assets, net of related debt	16,689,267
Unrestricted	1,512,925
Total net assets	\$ 18,202,192

CITY OF SACO, MAINE
Statement of Revenues, Expenses, and Changes in Net Assets
Proprietary Funds
For the year ended June 30, 2008

	Business-type activities Enterprise Funds Waste Water Treatment Plant
Operating revenues:	
Charges for services	\$ 2,218,457
Miscellaneous revenues	4,734
Total operating revenues	2,223,191
Operating expenses:	
Personnel services	839,851
Contractual services	181,637
Utilities	199,769
Repairs and maintenance	11,603
Other supplies and expenses	443,121
Depreciation	511,513
Total operating expenses	2,187,494
Operating income	35,697
Nonoperating revenues (expenses):	
Interest revenues	89,842
Interest expense	(77,619)
Total nonoperating revenues (expenses)	12,223
Change in net assets	47,920
Total net assets - beginning	18,154,272
Total net assets - ending	\$ 18,202,192

CITY OF SACO, MAINE
Statement of Cash Flows
Proprietary Funds
For the year ended June 30, 2008

	Business-type activities Enterprise Funds Waste Water Treatment Plant
CASH FLOWS FROM OPERATING ACTIVITIES	
Receipts from customers	\$ 2,161,199
Other receipts (payments)	4,734
Payments to suppliers	(863,667)
Payments to employees	(837,316)
Internal activity- payments to/from other funds	3,314,116
Net cash provided by operating activities	3,779,066
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	
Capital asset purchases	-
Principal paid on debt	(345,000)
Interest paid on debt	(77,619)
Net cash (used) in capital and related financing activities	(422,619)
CASH FLOWS FROM INVESTING ACTIVITIES	
Interest on investments	89,842
Net cash provided by investing activities	89,842
Net increase in cash and cash equivalents	3,446,289
Balances- beginning of the year	868,957
Balances- end of the year	\$ 4,315,246
Reconciliation of operating income to net cash provided (used) by operating activities:	
Operating income	35,697
Adjustments to reconcile operating loss to net cash provided (used) in operating activities:	
Depreciation expense	511,513
Change in net assets and liabilities:	
Receivables	(57,258)
Interfund receivables	397,202
Interfund payables	2,916,914
Accounts payables	(27,537)
Accrued liabilities	2,535
Net cash provided by operating activities	\$ 3,779,066

CITY OF SACO, MAINE
Statement of Fiduciary Net Assets
Fiduciary Funds
June 30, 2008

	Agency Fund
	School Activity Funds
ASSETS	
Cash and cash equivalents	\$ 131,154
Total assets	131,154
LIABILITIES	
Due to student groups	131,154
Total liabilities	\$ 131,154

Exhibit E-1

CITY OF SACO, MAINE
Balance Sheet - Non-Major Permanent Funds
June 30, 2008

	City of Saco Permanent Funds
ASSETS	
Cash and Cash Equivalents	\$ 34,504
Investments	529,918
Accounts Receivable	700
Total assets	565,122
LIABILITIES AND FUND BALANCES	
Fund Balance:	
Principal	181,383
Unexpended Income	383,739
Total fund balances	565,122
Total liabilities and fund balances	\$ 565,122

CITY OF SACO, MAINE
Statement of Revenues, Expenditures and Chanages in Fund Balances
Non-Major Permanent Funds
For The Year Ended June 30, 2008

	City of Saco Permanent Funds
REVENUES	
Interest and dividends	\$ 31,024
Net increase (decrease) in fair value of investments	(163,697)
Total revenues	(132,673)
EXPENDITURES	
Administrative expenditures	400
Total expenditures	400
Net change in fund balances	(133,073)
Fund balances - beginning of year	698,195
Fund balances - end of year	\$ 565,122

Outstanding Property Taxes 2006—2008 (as of July 31, 2009)

2006

NAME	MAP & LOT	AMOUNT DUE
2006 PETERSON KEVIN R	061013001178__	\$151.35
2006 ROBEY JEANNE M	026086000000__	\$1,165.85

2007

NAME	MAP & LOT	AMOUNT DUE
2007 BROOKS TRAVIS A	109024000000__	\$605.33
2007 CHU THANH VAN	123026000000__	\$530.67
2007 COLMAN AUSTIN H	116002000000__	\$514.96
2007 DAVIES IVAN J	061013001186__	\$242.20
2007 DONAHUE TRAVIS	064009001017__	\$495.20
2007 DUNNE LAWRENCE S	101081000000__	\$963.71
2007 DUTCH TIMOTHY	061013001198__	\$532.89
2007 FEENEY DANIELLE W	061013001048__	\$155.26
2007 FERLAND LINDA	033123000000__	\$1,224.12
2007 GROSS PHILIP H JR	053062000000__	\$1,221.49
2007 HALEY JOHN C SR	107016000000__	\$1,115.53
2007 HULT JASON M	061013001214__	\$51.92
2007 MANSUR ROBERT C TRUSTEES	038182000000__	\$1,551.04
2007 PAGLIARULO ROBERT	051044001004__	\$5.90
2007 PAGLIARULO ROBERT	051044001006__	\$5.72
2007 PAGLIARULO ROBERT	051044002000__	\$7.03
2007 PALUMBO JOSEPH M	091002004000__	\$294.13
2007 PECORARO EUGENE C	061013001091__	\$277.26
2007 PETERSON KEVIN R	061013001178__	\$388.97
2007 PHILLIPS ROBERT J	061013001043__	\$208.77
2007 SCOTT RICHARD G	061013001251__	\$198.55
2007 TWEEDIE ROGER EUGENE	125020000000__	\$596.74
2007 WALLACE MICHAEL	061013001063__	\$103.09

2008

NAME	MAP & LOT	AMOUNT DUE
2008 ADAMS PAULA I	061013001257__	\$135.12
2008 ANDERSON CLAYTON J	101006000000__	\$307.59
2008 ARMSTRONG BONITA S	054115000000__	\$2,068.54
2008 BEAM LAWRENCE	013036020000__	\$1,552.53
2008 BEEDLE RICHARD W	061013001112__	\$656.03
2008 BELANGER LIONEL	086010001000__	\$1,649.99
2008 BELANGER LIONEL P	086009000000__	\$4,010.61
2008 BELANGER MARCIA MARIE	039084000000__	\$2,037.95
2008 BLOW ROBERT W	061013001243__	\$144.08
2008 BOUDREAU RICHARD	061013001070__	\$223.59
2008 BREAU LT LUC & PAMELA	052066000000__	\$648.32
2008 BROOKS GORDON JR	109003000000__	\$1,287.82
2008 BROOKS TRAVIS A	109024000000__	\$1,733.27
2008 BUDA DANIEL R	101001001000__	\$7,108.44
2008 CHELATE ADAM G	052114000000__	\$1,511.50
2008 CHU THANH VAN	123026000000__	\$1,620.07
2008 CLARK MELISSA	061013001117__	\$229.02
2008 COCHRANE JEFFREY C	119005022000__	\$2,203.18
2008 COLMAN AUSTIN H	116002000000__	\$1,928.84
2008 COMPSON K C	033111001000__	\$2,275.52
2008 COTE RAYMOND L	038178000000__	\$1,473.74
2008 DARGI GREGORY A	118019000000__	\$4,028.23
2008 DAVIES IVAN J	061013001186__	\$668.12
2008 DESIGNER'S CORNER	038294000000__	\$4,725.36
2008 DONAHUE TRAVIS	064009001017__	\$474.21
2008 DORAN JAMES M	031136000000__	\$1,115.37
2008 DUNNE LAWRENCE S	101081000000__	\$1,891.41
2008 DUSSAULT MARC D SR	034095000000__	\$1,817.19
2008 DUTCH TIMOTHY	061013001198__	\$1,179.35
2008 DYMENT WILLIAM JR	064009001021__	\$589.59
2008 FEENEY DANIELLE W	061013001048__	\$463.00
2008 FERLAND LINDA	033123000000__	\$2,443.27
2008 FRANKEL GOLDA	101038000000__	\$1,537.89
2008 GIKAS STEVE T	061013001150__	\$732.24

2008

NAME	MAP & LOT	AMOUNT DUE
2008 GOOSEFARE ACRES LTD INC	022024002000__	\$823.06
2008 GOOSEFARE ACRES LTD INC	023006001002__	\$411.21
2008 GOOSEFARE ACRES LTD INC	023024019000__	\$807.04
2008 GOOSEFARE ACRES LTD INC	023024016000__	\$406.42
2008 GOOSEFARE ACRES LTD INC	023024014000__	\$778.20
2008 GOOSEFARE ACRES LTD INC	023024012000__	\$781.40
2008 GOOSEFARE ACRES LTD INC	023006000000__	\$2,488.87
2008 GOOSEFARE ACRES LTD INC	022024004000__	\$821.47
2008 GOOSEFARE ACRES LTD INC	023006011000__	\$781.40
2008 GOOSEFARE ACRES LTD INC	023006009000__	\$749.34
2008 GORHAM LORNE P	107002000000__	\$4,332.66
2008 GROSS PHILIP H JR	053062000000__	\$2,405.33
2008 GROVER JOHN	036005010000__	\$84.41
2008 HALEY JOHN C SR	107016000000__	\$2,096.02
2008 HEDEGARD DENNIS D	054069000000__	\$5,466.26
2008 HERZBERG DORIS E TRUSTEE	011005001000__	\$3,919.33
2008 HUBERT ROGER R	033120000000__	\$2,795.84
2008 HULT JASON M	061013001214__	\$676.13
2008 JAMES KEVIN B	061013001102__	\$436.84
2008 JVW HOTELS LLC	070002000000__	\$105,018.48
2008 KEENAN-SNOW LESLIE	101011000000__	\$770.66
2008 LEGENDRE RAYMOND	086021000000__	\$2,492.72
2008 LESSARD WILLIAM P	061009000000__	\$2,203.41
2008 LOWELL GUY R	088035000000__	\$71.39
2008 MACDONALD EDITH M	089025000000__	\$494.04
2008 MAHANEY JOHN V ASSOC	038038000000__	\$488.56
2008 MALEK M IKRAM	062003000000__	\$2,498.55
2008 MANSUR ROBERT C TRUSTEES	038182000000__	\$3,648.43
2008 MASON LINDA A	028029000012__	\$2,045.02
2008 MCCALLUM MARK B TRUSTEE	031194000000__	\$2,101.94
2008 MCCALLUM MARK B TRUSTEE	031208000000__	\$6,182.11
2008 MCMANUS STEVEN A	032191000000__	\$3,803.87
2008 MERCIER NANCY	061013001073__	\$241.38
2008 MEREDITH DENISE	061013001001__	\$451.77
2008 MILLER POLLY	061013001188__	\$437.92
2008 MOSS PATRICIA E	101070000000__	\$1,632.37
2008 MOUNTAIN HEIR FINANCIAL CORP	024001002000__	\$882.37
2008 MUNFORD JEAN E (HEIRS OF)	054016001000__	\$392.52
2008 NELSON STEFFIE F (HEIRS OF)	001042000000__	\$46.25
2008 NEW TESTAMENT BAPTIST CHURCH	024004001000__	\$9.93
2008 NORTH STREET DEVELOPMENT LLC	053138001011__	\$4,283.55
2008 NORTH STREET DEVELOPMENT LLC	053138001002__	\$195.36
2008 NORTH STREET DEVELOPMENT LLC	053138001008__	\$30.21
2008 NORTHROP ROBERT S	013038014000__	\$4,727.52

2008

NAME	MAP & LOT	AMOUNT DUE
2008 O'NEIL CATHERINE	064009001002__	\$480.64
2008 ODENCRANTZ LINDA	061013001052__	\$36.34
2008 PAGLIARULO ROBERT	051044002000__	\$892.48
2008 PAGLIARULO ROBERT	051044014002__	\$1,213.01
2008 PAGLIARULO ROBERT	051044014001__	\$1,213.01
2008 PAGLIARULO ROBERT	051044016002__	\$777.11
2008 PAGLIARULO ROBERT	051044016001__	\$777.11
2008 PALUMBO JOSEPH M	091002004000__	\$879.15
2008 PATOINE RICHARD J	046003003000__	\$492.26
2008 PECORARO EUGENE C	061013001091__	\$482.73
2008 PELLERIN ELAINE	033040000000__	\$222.57
2008 PETERSON KEVIN R	061013001178__	\$362.04
2008 PHILLIPS CHESTER	041025001000__	\$1,214.09
2008 PHILLIPS ROBERT J	061013001043__	\$777.11
2008 PINEHURST DEVELOPMENT LLC	090024002000__	\$1,089.09
2008 PINEHURST DEVELOPMENT LLC	090021000000__	\$1,100.32
2008 PLACE RICHARD A JR	088007000000__	\$2,429.37
2008 RIDLEY THOMAS J	023014000000__	\$2,677.26
2008 SALAMACHA GARY	064009001012__	\$171.73
2008 SANBORN MATTHEW D	115019000000__	\$2,216.22
2008 SCOTT RICHARD G	061013001251__	\$746.15
2008 SNYDER DARCY LYNNE	118025002000__	\$1,688.43
2008 STANFORD TRACY MORTON	039003000000__	\$2,643.14
2008 STETSON LLOYD	093004009000__	\$4,164.22
2008 TARBOX DALE C	088005027000__	\$1,783.23
2008 TARBOX THOMAS J	085004006000__	\$1,041.01
2008 TARBOX THOMAS J	085004000000__	\$4,504.20
2008 THIBAUT NORMAN G	098060000000__	\$1,718.91
2008 TWEEDIE ROGER EUGENE	125020000000__	\$2,238.65
2008 WALLACE MICHAEL	061013001063__	\$182.03
2008 WANDELL GEORGE W JR	041007000000__	\$5,581.15
2008 WEIGAND ARTHUR	038280000000__	\$2,459.87
2008 WHITE ELIZABETH	061013001133__	\$266.45
2008 WILDES THOMAS J	064009001016__	\$502.55
2008 WORTHING SCOTT	002001000000__	\$2,742.81

(2005 Annual Report)
2001-2005 = \$ 211,984.31

(2006 Annual Report)
2001-2006 = \$174,933.35

(2007 Annual Report)
2002-2007 = \$210,153.42

TOTAL 2006—2008 = \$297,056.00

TOTAL PERSONAL PROPERTY TAXES OUTSTANDING FROM 1997—2008 as of July 31, 2009

BILL YEAR	BILL NAME	TOTAL UNPAID
1997	SACO SHOE HOSPITAL	\$98.16
1998	SACO SHOE HOSPITAL	\$536.52
1999	E.W.S. OF MAINE	\$11,612.88
1999	SACO SHOE HOSPITAL	\$562.14
2000	E.W.S. OF MAINE	\$10,767.76
2000	SACO SHOE HOSPITAL	\$544.16
2001	E.W.S. OF MAINE	\$17,102.92
2001	SACO SHOE HOSPITAL	\$578.45
2002	AMES MERCHANDISING CORP	\$24,380.22
2002	E.W.S. OF MAINE	\$11,633.55
2002	SACO SHOE HOSPITAL	\$621.87
2003	AMES MERCHANDISING CORP	\$9,385.72
2003	COASTAL CONSTRUCTION & LANDSCAPING	\$1,060.80
2003	E.W.S. OF MAINE	\$1,003.89
2003	SACO SHOE HOSPITAL	\$566.48
2004	COASTAL CONSTRUCTION &	\$2,191.63
2004	E.W.S. OF MAINE	\$788.67
2004	SACO SHOE HOSPITAL	\$467.56
2005	COASTAL CONSTRUCTION & LANDSCAPING	\$1,673.20
2005	SACO SHOE HOSPITAL	\$359.87
2006	COASTAL CONSTRUCTION &	\$1,409.88
2006	QUICKPRINT COLOR CENTER THE	\$355.42
2006	SACO SHOE HOSPITAL	\$301.87
2007	BOOTH JAMES W LANDSCAPING	\$185.21
2007	CINGULAR WIRELESS LLC	\$131.12
2007	CINGULAR WIRELESS LLC	\$131.12
2007	CLAY PLACE (THE)	\$80.61
2007	COASTAL CONSTRUCTION & LANDSCAPING	\$1,461.99
2007	G.M. - D.I. LEASING CORP.	\$72.36
2007	HERTZ EQUIPMENT RENTAL	\$1.27
2007	MARKETING EXPANSIONS	\$47.98
2007	QUICKPRINT COLOR CENTER THE	\$1,073.55
2007	SACO SHOE HOSPITAL	\$175.37
2007	TRAVEL WISE NETWORK, INC	\$202.72

Continued...TOTAL PERSONAL PROPERTY TAXES OUT-
STANDING FROM 1997—2008 as of July 31, 2009

BILL YEAR	BILL NAME	TOTAL UNPAID
2008	ARTS & CRAFT CENTER	\$200.79
2008	BIBEAU RON	\$534.36
2008	BOOTH J W INC	\$204.47
2008	CASCADE CABINS	\$93.84
2008	CASCADE INN	\$2,453.95
2008	CENTURY 21 - SAMIA REALTY	\$167.88
2008	CLAIR BUICK-CADILLAC	\$466.71
2008	CLAIR COLLISION CENTER	\$273.67
2008	CLAIR FORD-LINCOLN-MERCURY INC	\$2,483.16
2008	CLAIR SACO HONDA	\$1,437.33
2008	CLAIR VOLKSWAGEN-MAZDA	\$1,189.25
2008	CLAY PLACE (THE)	\$166.99
2008	COASTAL CONSTRUCTION & LANDSCAPING	\$1,490.18
2008	COMMUNITY TREATMENT SERVICES - NEIPS	\$41.35
2008	CURRAN'S FOODS INC	\$3,529.51
2008	EASTVIEW MOTEL	\$371.32
2008	FORD-ROTUNDA EQUIPMENT	\$237.22
2008	GRONDIN REGINALD	\$282.89
2008	LEBLANC N" CAIN'S AUTO REPAIR"	\$269.79
2008	LIFESKILLS LLC	\$4.23
2008	M & R AUTO REPAIR	\$384.86
2008	MARKETING EXPANSIONS	\$132.01
2008	QUICKPRINT COLOR CENTER THE	\$1,094.18
2008	REDMAN MARINE FABRICATORS	\$225.82
2008	SACO SHOE HOSPITAL	\$178.12
2008	SLICES PIZZA INC	\$343.52
2008	TRAVELWISE NETWORK, INC	\$326.03
2008	VITA TORTILLAS	\$12,658.63

(2005 Annual Report)
2005 & prior = \$111,982.35

1997—2008 TOTAL = \$132,808.98

(2006 Annual Report)
2006 & prior = \$97,103.16

(2007 Annual Report)
1996—2007 = \$102,676.50

Public Works Department

Michael Bolduc, Director of Public Works

mbolduc@sacomaine.org

(207)284-6641



Mission Statement: We will serve our citizens by providing and maintaining a safe, clean and functional community.

SCOPE OF OPERATIONS:

- Maintained 119 center line road miles (both plowing and road maintenance as needed).
- Maintained 48 miles of sidewalks (repairs, new construction and reconstruction as needed).
- Maintained 124 traffic signals, 2700 sign posts, 3604 signs and 135 guardrails (in cooperation with the Maine Department of Transportation).
- Maintained 61 miles of sewer, 45 miles of storm drains, and 15 miles of pressure lines..
- Maintained a fleet of 140 City-wide vehicles (including school vehicles, but not including small equipment, such as pumps).
- Oversaw the collection of approximately 5062 tons of garbage and the recycling of approximately 1884 tons of solid waste by outside contractors.

USE OF RESOURCES:

37 full time employees. (Neighboring similar towns, Biddeford and Scarborough, employ 49 and 32 in their Public Works Departments.)

Public Works utilized: ☐ 9.02% FY04 ☐ 9.34% FY05 ☐ 10.22%* FY06 ☐ 11.34%* of the FY07 ☐ 11.89% FY08 of city services budget.

Here are two other ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND PUBLIC WORKS
FY04	\$199.62	FY04		
FY05	\$225.96*	FY05	\$2,385	\$222.76*
FY06	\$250.40*	FY06	\$2,981	\$304.50*
FY07	\$278.00*	FY07	\$2,928	\$332.07*
FY08	\$291.37*	FY08	\$3,064	\$364.17*

**this figure now includes employee benefits*

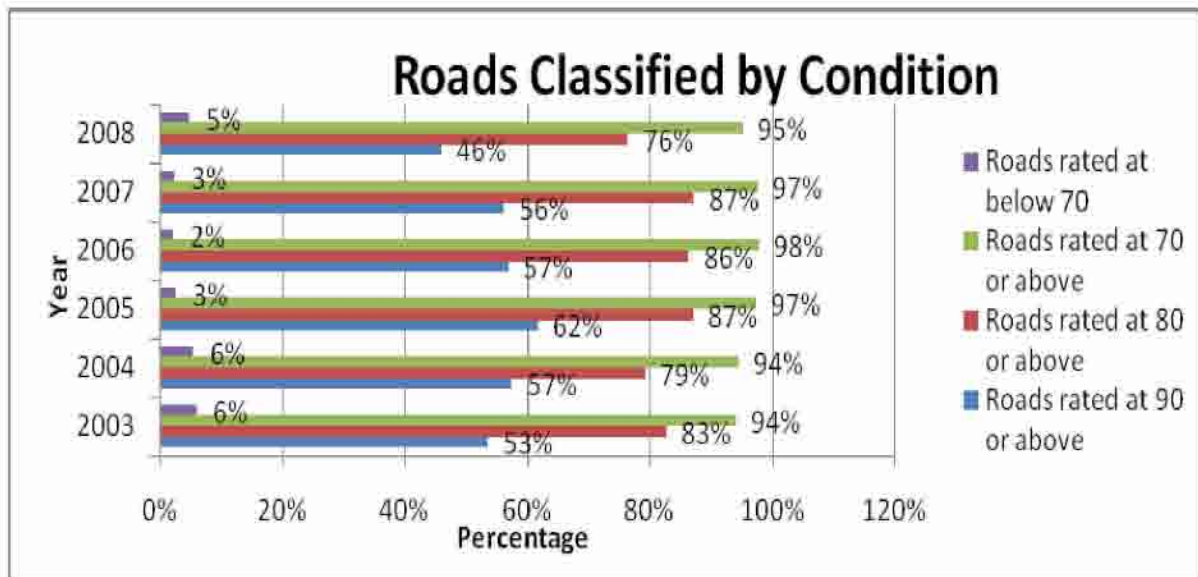
The impact of the Public Works mission and three service delivery goals heavily influence on the city's strategic goals of Infrastructure Development and Maintenance and Meeting Environmental Challenges.

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) To maintain city streets and roads to a high standard.

Using the latest technology, such as the mapping technologies Geographic Information Systems (GIS) and Global Positioning Satellites (GPS), and the Maine Department of Transportation's Road Surface Management System (RSMS), the Public Works Department has been able to create and keep up-to-date an inventory and condition rating system of all its roads and now its sidewalks. These tools help the department prioritize projects and utilize resources more effectively

PERFORMANCE DATA: To achieve a minimum satisfactory Pavement Condition Index rating of 80 (up from 70 in FY06), based on the RSMS scale, or above for 80% of the city's road network.

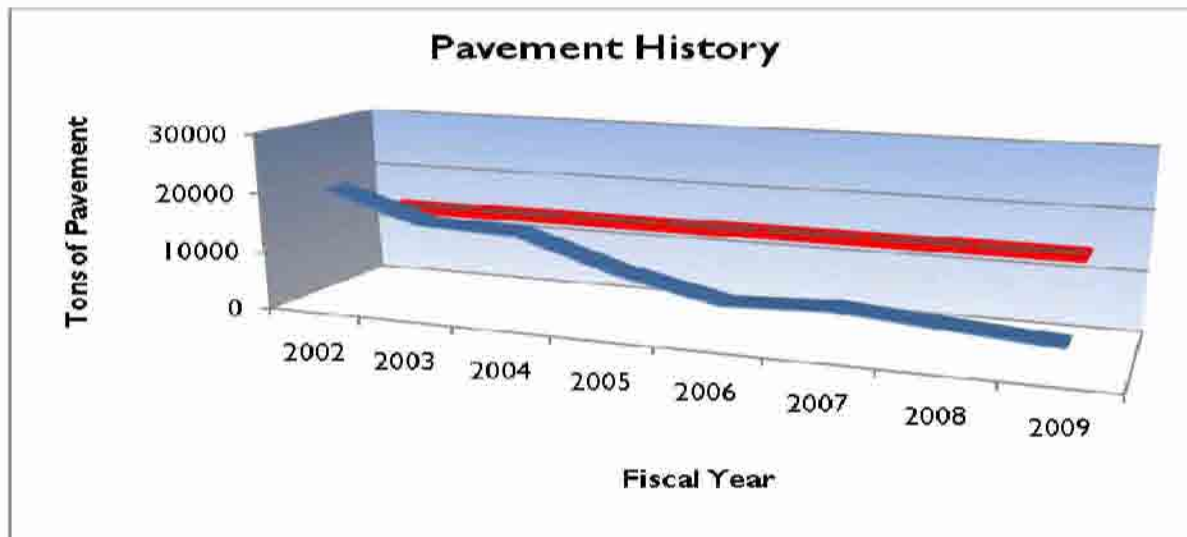


This year's rating for road maintenance reflects declining results (a decrease of 11% from FY07 for the roads scoring 80 and above) due to:

- the cost of asphalt continues to rise and has increased from \$28 per ton in FY03 to \$51 per ton in FY08; and
- annual budget allocations have decreased from \$588,500 in FY02 to \$283,000 in FY08 resulting in approximately 75% decrease in tons of pavement applied annually; and
- the winter of 2007/2008 was severe and had an extended freeze thaw period that contributed to accelerated road deterioration.

>>>>Data from department records. A GIS map of street by year paved appears as Appendix A on page 88.

The Public Works Department has been developing a model for sustainable levels of investment to meet the stated goal of pavement condition index (PCI) rating of 80 or above for 80% of the City's road network. Based on this goal, the City will need to commit to approximately 14,000 tons of pavement applied per year. At today's rate this translates to an annual pavement allocation of \$715,000 per year.



On a positive note, the State did complete two major sections of State aid roadways on Seaside Avenue and the Old Orchard Road.

CONCLUSIONS

The current level of funding is not sufficient to maintain road conditions at current levels of service. Declining budget allocations and increasing material costs have severely impacted the pavement preservation program resulting in a decline in the overall condition of the road system. State roads in the city's road system are deteriorating at a faster rate than local roads due to higher vehicular use and heavy truck traffic. The state budget contraction has resulted in deferment of paving projects and more costly projects because the roads are deteriorating beyond a cost effective overlay treatment.

RECOMMENDATIONS

City, State, and Federal government need to find ways to lower the cost of maintaining state /federal roads, such as by:

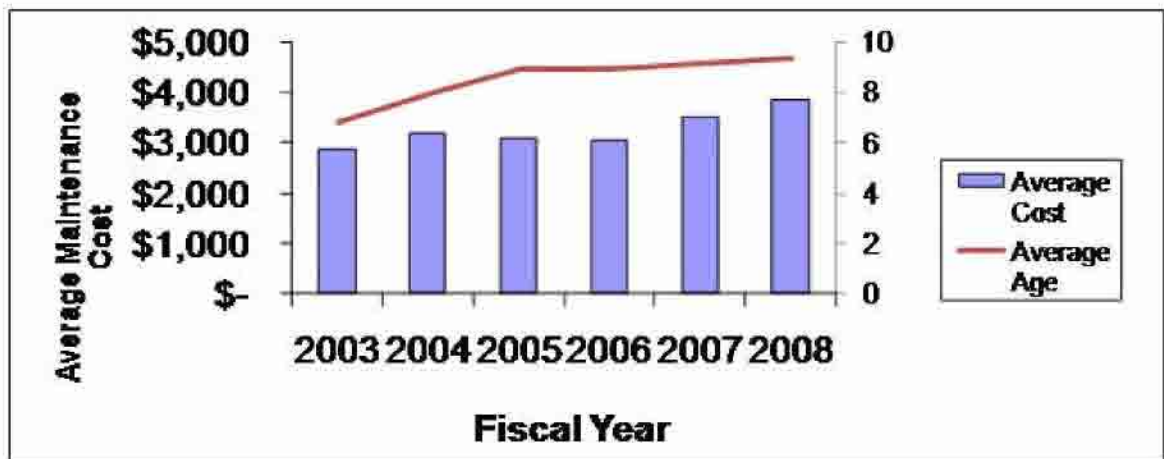
- Fostering more competition – very few contractors bid on State road projects;
- Developing more flexible regulatory specifications – these can greatly increase the cost of a project;
- Increasing asphalt refining capacity – limited number of asphalt refiners is driving up costs due to limited supply;
- Developing cost effective maintenance methods with emphasis on drainage improvements and applying overlays at the most cost effective time;
- Appropriating sustainable levels of funding for pavement preservation programs.

GOAL 2) To reduce annual vehicular maintenance costs by expanding and refining preventative maintenance programs and scheduled replacement of vehicles.

To support its maintenance programs, the Public Works Department has undertaken a series of detailed cost analyses of the fleet of vehicles maintained in order to best understand when and why vehicles need to be repaired or replaced. This includes graphing various dimensions such as vehicle types, miles driven, age, costs to maintain, and comparing performance for the last two years, in order to see trends and issues that would otherwise be difficult to track and identify.

PERFORMANCE DATA: A reduction in total and preventative maintenance costs per unit and classifications per year.

CITY OF SACO AVERAGE ANNUAL MAINTENANCE COST PER VEHICLE:



>>>>Data from department records.

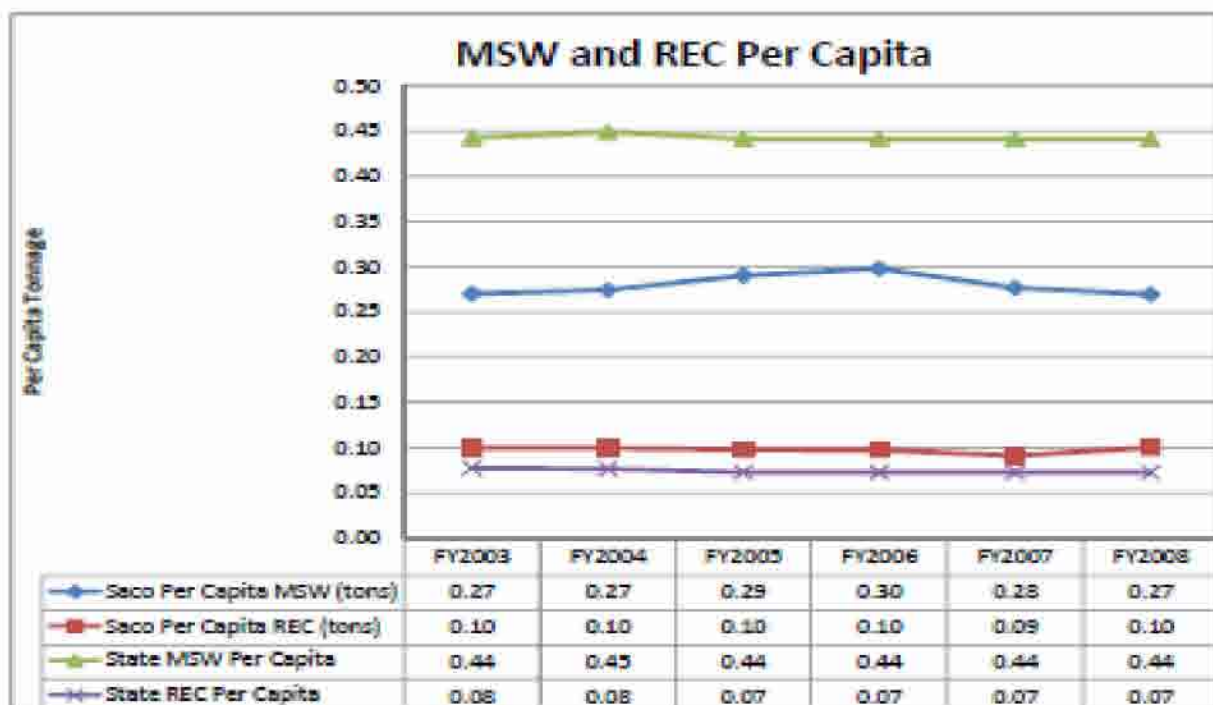
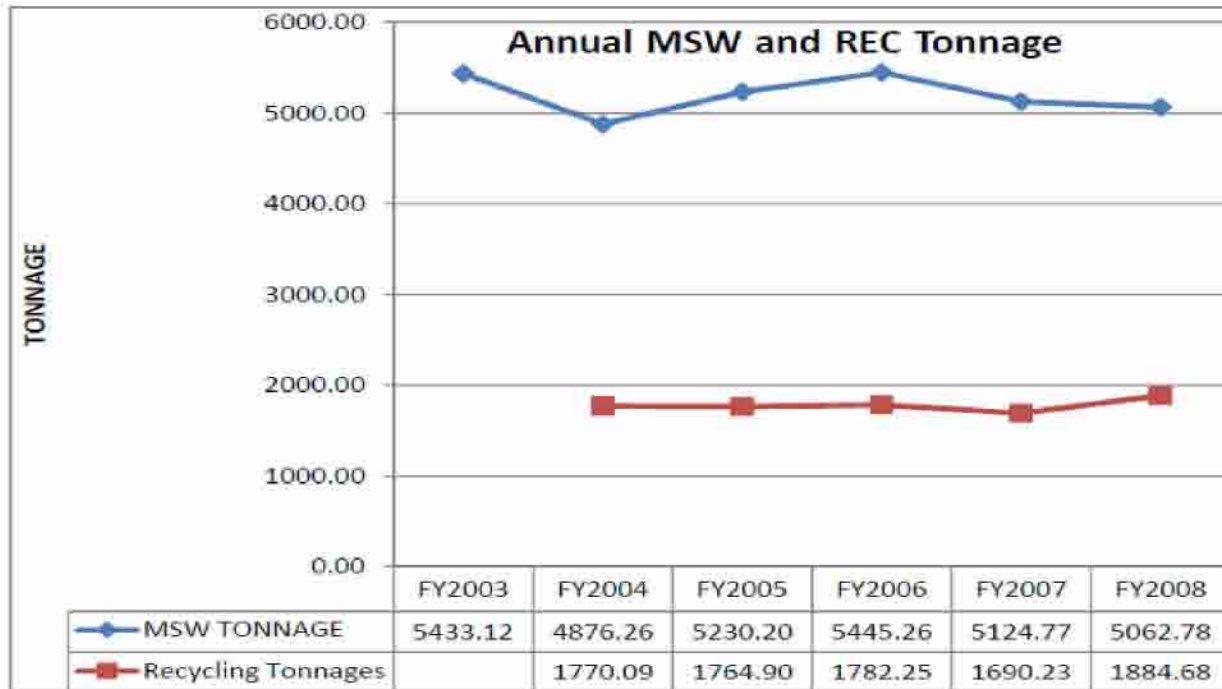
In prior reports, Saco has compared its per vehicle spending to reported results from the ICMA September 2001 Center for Performance Measurement report and adjusted the dollars to account for rising inflation. For FY08, the Public Works department concluded that this methodology was no longer particularly accurate, given the disproportionate rise in costs, such as steel, over inflation, in the past several years. Therefore, this information has been deleted from this year's report. The City is looking for new sources of comparative information locally, as well as via the web nationally, but at the time of this report has not found a good alternative resource. However, in looking at the trend of Saco's costs over time, and adjusting the prior Fiscal Year dollars using the Municipal Cost Index (listed on www.americancityandcounty.com/mciarchive as 165.5 in FY03 and 206.5 in FY08), as done in prior years' reports, the City again has determined its spending is about the same per vehicle each year. Finally, the new measure proposed for FY07: tracking the percent of time a mechanic is on a specific job, in order to streamline processes such that a goal of actual work being performed 80% of the time could be set, has been delayed again to FY09.

GOAL 3) To reduce the City's dependence on traditional refuse disposal and develop alternative strategies and programs to promote recycling, reuse and source reduction of disposable materials.

The Recycling Program, the most visible example of the Public Works Departments execution of the above goal, brought both automation and simplification into the system in order to streamline the process, manage costs and achieve the desired result of reduction in garbage that needed to be disposed of through incineration.

PERFORMANCE DATA: A reduction in per capita tonnage of solid waste and an increase in per capita recycling annually.

>>>>Data that follows for this measure is from departmental records and State Planning Office data.

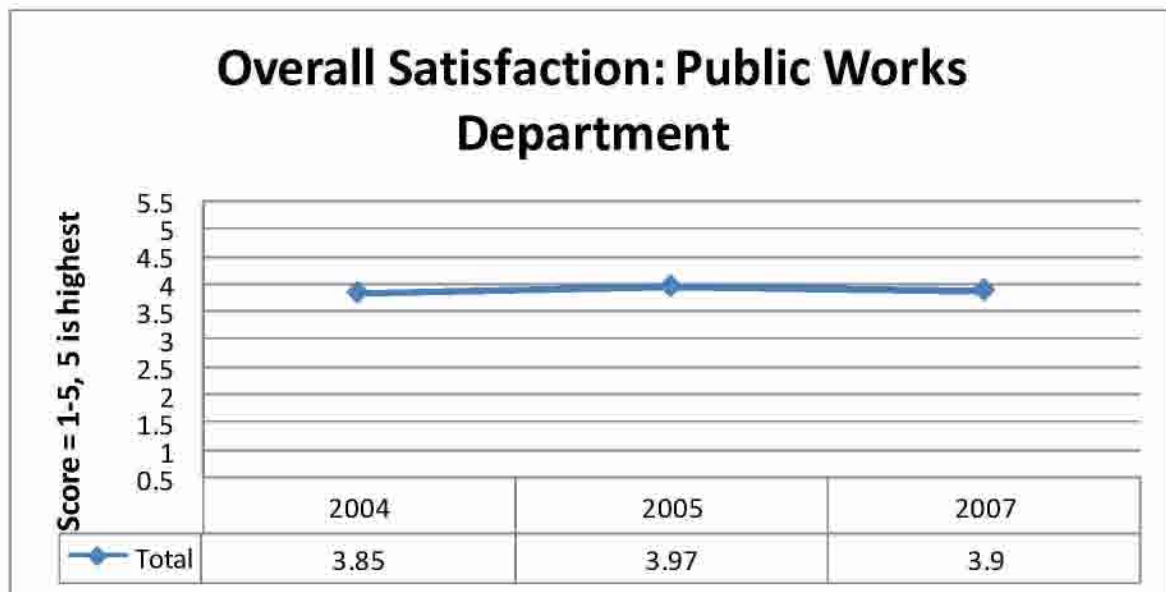


Municipal Solid Waste (MSW) per capita for FY08 is down versus FY07, which is good, however is likely due in part to overall residential growth. So, there are more people to divide the tonnage across, but there are also fewer tons. However, as compared to State of Maine Planning Office estimates of MSW per capita, Saco residents fall below what the State expects for MSW outputs, which is positive.

Recycling (REC) per capita in FY08 is up slightly from FY07, which is attributed to the start of the single sort recycling system, which began in January 2008. When compared to State of Maine Planning Office estimates of REC per capita, Saco residents continue to exceed what the State expects for REC outputs, which also is positive.

The proposal to start replacing MSW 65 gallon bins with 35 gallon ones has begun, so citizens have less room for trash and are forced to recycle more. As well, single stream recycling will be more heavily publicized, bringing the issue of recycling to citizens anew and also possibly helping REC rates as it is an easier process for citizens to use.

CITIZEN SURVEY/INPUT: On a scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied,” findings from the prior year satisfaction survey indicate citizens are generally satisfied with Public Works.



Ratings about specific aspects of Public Works' operations tended to be higher than that of the overall rating for the department; important exceptions remain in the areas of maintenance of city streets and sidewalks.

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The maintenance of City buildings and facilities	2004	0.3%	0.5%	16.8%	49.3%	25.5%	7.8%	4.08
	2005	0.5%	3.0%	13.5%	45.3%	31.5%	6.3%	4.11
	2007	0.0%	2.0%	13.8%	45.3%	30.8%	8.3%	4.14
The maintenance of City streets	2004	3.0%	6.5%	27.8%	41.0%	21.3%	0.5%	3.71
	2005	3.3%	5.8%	26.8%	39.3%	24.3%	0.8%	3.76
	2007	2.8%	8.8%	21.3%	38.8%	27.3%	1.3%	3.80
The maintenance of sidewalks in the City	2004	2.5%	9.3%	23.3%	40.0%	22.5%	2.5%	3.73
	2005	2.5%	7.3%	20.8%	40.8%	25.5%	3.3%	3.82
	2007	3.0%	10.0%	18.5%	37.0%	27.8%	3.8%	3.79
The maintenance and preservation of the character of downtown Saco	2004	1.3%	2.3%	13.8%	44.0%	37.3%	1.5%	4.15
	2005	0.5%	3.5%	10.8%	41.5%	42.3%	1.5%	4.23
	2007	0.0%	2.5%	10.0%	39.5%	46.5%	1.5%	4.32
Snow plowing and removal on city streets during the past 12 months	2004	1.3%	4.5%	17.0%	41.3%	34.5%	1.5%	4.05
	2005	2.5%	6.5%	15.0%	35.3%	38.5%	2.3%	4.03
	2007	1.8%	7.3%	15.3%	36.8%	37.3%	1.8%	4.02
The overall cleanliness of City streets and other public areas	2004	0.3%	2.0%	11.5%	47.8%	38.5%	0.0%	4.22
	2005	0.5%	0.8%	10.8%	47.8%	39.5%	0.8%	4.26
	2007	0.8%	1.0%	11.5%	45.0%	41.0%	0.8%	4.25

Public Works continues to strive for improvements in these two areas (streets and sidewalks), but, as noted, there are ongoing serious budgetary challenges to street improvements due to asphalt prices (and state budget issues). The sidewalk rating system is fully implemented and a list of recommended projects is completed, however no funding has been approved for this citizen priority.

Human Resources and Personnel Department

Tammy Lambert
Personnel Administrator
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Mission Statement: The Human Resources Department will attract and retain qualified, productive, motivated and dedicated employees who will provide efficient and effective services to the citizens. The City recognizes that the City's employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City.

SCOPE OF OPERATIONS: The Human Resources Director guides and manages the overall provision of Human Resources services, policies and programs for the City that staffed 389 employees in 2008 (378 in 2007) 167 being full-time employees, 30 on-call firefighters, and the rest part time employees. The major areas directed are:

- Recruiting and staffing; performance management and improvement systems; employment and compliance to regulatory concerns; employee orientation, development and training; policy development and documentation; employee relations; union negotiations; compensation and benefits administration; employee safety, welfare, wellness and health; and employee services and counseling.

USE OF RESOURCES: 2 full time employees. *Neighboring towns of similar size and overall budget, Biddeford and Scarborough, employ 1 and 2 in their Human Resources Departments, respectively.*

Human Resources is part of the City Administration Department that utilized ☐.51% FY04
☐.48% FY05 ☐.62%* FY06 ☐.65%* of the FY07 ☐.75%* FY08 of the city services budget.

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND HUMAN RESOURCES
FY04	\$11.32	FY04		
FY05	\$11.70	FY05	\$2,385	\$11.45
FY06	\$15.20*	FY06	\$2,981	\$18.48*
FY07	\$15.92*	FY07	\$2,928	\$19.01*
FY08	\$18.41*	FY08	\$3,064	\$23.01*

**this figure now includes employee benefits*

The impact of the Human Resources Department's mission and three service delivery goals heavily influence on the city's Human Resources Investment strategic goal.

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) The City recognizes that the City's employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City. As such, Human Resources must provide continuing support to all employees to enhance their education by providing level or increasing hours of training each year.

The Department focuses on improving skills through training of the existing workforce in order to meet the changing needs of Saco, especially in light of the low rate of response from candidates to job openings with the City.

PERFORMANCE DATA: To identify and implement new trainings appropriate for those areas of the staff that are underserved: they currently get no or very little ongoing training; and to maintain current levels of training, or increase as opportunities arise, for those areas of the staff that receive ongoing training.

Total Training Costs FY2004-2006									
	2004			2005			2006		
	Training Expenditures	Total Personnel	% of Total	Training Expenditures	Total Personnel	% of Total	Training Expenditures	Total Personnel	% of Total
City Administration	\$ 1,276	\$ 168,914	0.76%	\$ 3,049	\$ 171,788	1.77%	\$ 3,585	\$ 182,840	1.96%
Finance	\$ 2,431	\$ 297,490	0.82%	\$ 3,666	\$ 274,774	1.33%	\$ 10,320	\$ 305,233	3.38%
Technology	\$ 300	\$ 49,177	0.61%	\$ -	\$ 92,566	0.00%	\$ 4,852	\$ 98,608	4.92%
City Clerk	\$ 1,577	\$ 103,037	1.53%	\$ 1,080	\$ 102,817	1.05%	\$ 1,800	\$ 109,289	1.65%
Assessing	\$ 714	\$ 118,857	0.60%	\$ 522	\$ 123,891	0.42%	\$ 821	\$ 127,618	0.64%
Inspection	\$ 1,459	\$ 164,755	0.89%	\$ 1,538	\$ 173,383	0.89%	\$ 2,609	\$ 199,021	1.31%
Planning/Econ Develop	\$ 118	\$ 153,007	0.08%	\$ 535	\$ 152,569	0.35%	\$ 1,256	\$ 165,140	0.76%
Police	\$ 18,402	\$2,008,962	0.92%	\$ 16,425	\$2,128,162	0.77%	\$ 19,983	\$2,176,798	0.92%
Fire	\$ 10,177	\$1,523,826	0.67%	\$ 9,246	\$1,609,146	0.57%	\$ 12,830	\$1,683,435	0.76%
Public Works	\$ 7,446	\$1,306,416	0.57%	\$ 4,984	\$1,472,171	0.34%	\$ 9,438	\$1,423,636	0.66%
Parks & Recreation	\$ 788	\$ 382,853	0.21%	\$ 838	\$ 398,287	0.21%	\$ 2,011	\$ 433,061	0.46%
Wastewater Treatment	\$ 3,299	\$ 513,024	0.64%	\$ 3,235	\$ 431,676	0.75%	\$ 2,848	\$ 642,832	0.44%
TOTAL	\$ 47,987	\$6,790,318	0.71%	\$ 45,118	\$7,131,230	0.63%	\$ 72,353	\$7,547,511	0.96%
At 3% of total personnel	\$ 203,710			\$ 213,937			\$ 226,425		
Additional resources needed	\$ 155,723			\$ 168,819			\$ 154,072		

>>>>Data from audited Finance reports, except FY08

TOTAL TRAINING COSTS FY 2007-2008						
	2007			2008		
	Training Ex- penditures	Total Per- sonnel	% of Total	Training Ex- penditures	Total Per- sonnel	% of Total
City Administration	\$ 2,789	\$ 192,497	1.45%	\$ 2,317	\$ 216,411	1.07%
Finance	\$ 7,151	\$ 306,694	2.33%	\$ 2,886	\$ 273,962	1.05%
Technology	\$ 7,166	\$ 105,061	6.82%	\$ 13,613	\$ 104,382	13.04%
City Clerk	\$ 3,625	\$ 115,191	3.15%	\$ 1,626	\$ 117,376	1.39%
Assessing	\$ 674	\$ 125,207	0.54%	\$ 1,756	\$ 131,335	1.34%
Inspection	\$ 3,089	\$ 211,531	1.46%	\$ 2,538	\$ 213,488	1.19%
Planning/Econ Develop	\$ 1,417	\$ 169,626	0.84%	\$ 2,939	\$ 181,982	1.61%
Police	\$ 17,643	\$2,407,596	0.73%	\$ 20,491	\$2,530,603	0.81%
Fire	\$ 11,622	\$1,816,638	0.64%	\$ 13,162	\$1,838,873	0.72%
Public Works	\$ 9,226	\$1,558,523	0.59%	\$ 9,963	\$1,531,186	0.65%
Parks & Recreation	\$ 551	\$ 552,136	0.10%	\$ 65	\$ 615,102	0.01%
Wastewater Treatment	\$ 3,627	\$ 508,867	0.71%	\$ 3,830	\$ 636,773	0.60%
TOTAL	\$ 68,580	\$8,069,567	0.85%	\$ 75,186	\$8,391,473	0.90%
At 3% of total personnel	\$ 242,087			\$ 251,744		
Additional resources needed	\$ 173,507			\$ 176,558		

>>>>Data from audited Finance reports.

Ammons (p.183) recommends 3% of total personnel costs be dedicated to training, based on various indicators. To achieve 3% in spending, Saco needs to have spent an additional \$176,558 for a total expense of \$251,744, which is close to four times current spending and is not realistic for a city of this size and limited resources.

Human Resources' goal for training as a percent of personnel costs is 1%. While all mandatory training requirements are being met, there are opportunities for further training, as noted, however, budget approvals and allocation of staff time remain hurdles to getting further training accomplished.

Ammons, D.N. (2001). Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd ed.). Sage Publications.

GOAL 2) To retain happy and long-term employees, who bring along their knowledge, expertise and skills to help teach other employees, through ongoing communication with employees.

The Department recognizes it costs more to hire and train new employees and so strives to retain long term employees.

PERFORMANCE DATA: (A) Tracking annual turnover rates with a target of 5% or lower.

CITY OF SACO EMPLOYEE TURNOVER RATES			
YEAR	TOTAL TURNOVERS	TOTAL EMPLOYEES	% OF TOTAL
2000	9	132.5	6.79%
2001	14	137.5	10.18%
2002	11	148.5	7.41%
2003	13	155.5	8.36%
2004	6	160	3.75%
2005	10	162	6.17%
2006	14	164	8.54%
2007	10	166	6.02%
2008	5	167	2.99%

Only 1 retirement impacted turnover rates in FY08, but FY09 projects to have a number of retirees, a trend that will continue as government employees across the country age. The City has only met its 5% goal twice, including this past year, but the target still must be examined, as well as more aggressive retention measures, as the goal is not likely sustainable.

>>>>Data from personnel records.

PERFORMANCE DATA: (B) Annually surveying employees on various issues about their work and work environment.

The employee survey is conducted about every other year to gauge employee satisfaction within their respective departments. Scores from the first year were used as the benchmark for department heads to establish plans to improve employee satisfaction. The survey was then administered again at the end of that same year. For FY07's report, the survey done in December 2007 was used, based on the assumption that employees are looking back to the past year to respond to the questionnaire.

EMPLOYEE SURVEY RESULTS (AVERAGE SCORE 1-5)						
	JANUARY 02	DECEMBER 03	JANUARY 04	JANUARY 05	DECEMBER 07	DEC 08
DEPARTMENT	RESULTS	RESULTS	RESULTS	RESULTS	RESULTS	RESULTS
DEPARTMENT HEADS	4.4	4.9	4.4	4.8	4.8	4.8
PUBLIC WORKS	3.0	3.3	4.5	4.0	3.4	3.3
ASSESSING	4.0	4.0	2.8	4.0	4.5	4.5
FINANCE	2.8	4.0	4.0	4.7	4.5	4.2
BUILDING & INSPECTION	4.7	5.0	4.0	3.0	4.8	4.4
PLANNING & DEVELOP- MENT	4.0	4.5	4.0	5.0	3.5	3.5
PARKS & RECREATION	4.0	3.8	4.0	4.3	4.0	4.1
WASTEWATER PLANT	3.9	4.0	3.5	3.6	3.6	3.8
CLERK	4.5	5.0	3.0	3.6	4.8	2.0
FIRE	4.0	4.1	3.9	4.1	3.8	3.9
POLICE	3.6	3.9	4.0	3.5	3.5	2.9
AVERAGE	3.9	4.2	3.8	4.1	4.1	

Given the small number of employees in total and by department, one unhappy employee significantly affects the results. For FY08, approx. 62% of the total 167 employees responded to the survey. It should be noted that the police department response rate was low.

GOAL 3) To provide a safer work environment by providing on-going safety training and frequently updating the Safety Manual in order to reduce the number of reportable workers compensation injuries in each fiscal year.

The Human Resources Department prioritizes training in order to maintain a safe work environment, which in turn controls costs and improves employee morale.

PERFORMANCE DATA: Tracking reportable injuries in each fiscal year as a percent of total city work force and maintain at less than 5%.

The City implements several programs and committees to manage workplace safety and it appears to be effective. HR discussed lowering the goal for FY08 based on history so that an aggressive attitude toward safety is maintained, but no final decision was made for the year and the issue must be revisited in FY09.

CITIZEN SURVEY/INPUT: Citizen ratings of the perceived importance of the Human Resources department's three service delivery goals are being gathered at this time. No ratings on the department were obtained in the citizen opinion survey process as citizens have no way to gauge this area's prior performance.

CITY OF SACO REPORTABLE EMPLOYEE INJURIES			
YEAR	INJURIES	EMPLOYEES	% OF TOTAL
2002	0	148.5	0.0
2003	1	155.5	0.64
2004	1	160	0.63
2005	2	162	1.23
2006	2	164	1.22
2007	4	166	2.41
2008	2	167	1.20



Building Inspection Department

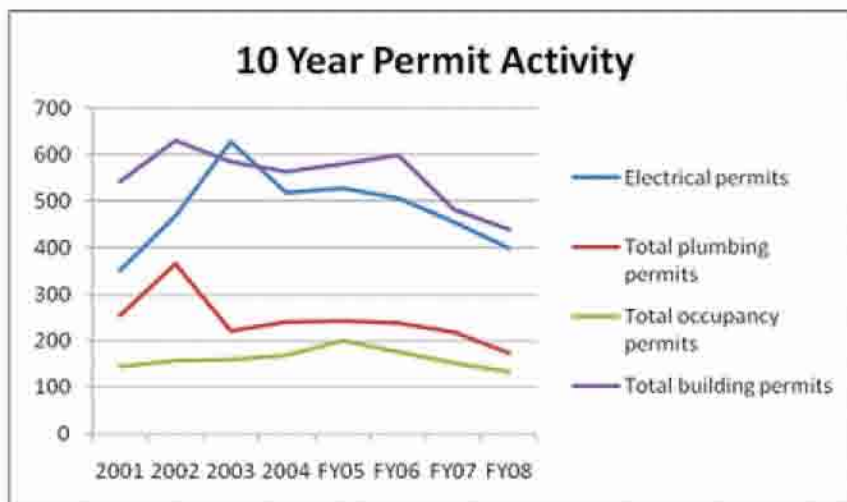
Richard Lambert,, Code Enforcement Officer

dlambert@sacomaine.org—(207) 284-6983

Mission Statement: The mission of the Saco Code Enforcement Department is to ensure the public's safety through proper construction oversight and through fair and effective zoning compliance and enforcement efforts. This mission also provides for the safe and legal construction of all new buildings and building renovations; continued compliance with occupancy and building regulations; Zoning regulation enforcement and all necessary administrative support services.

SCOPE OF OPERATIONS: The Code Enforcement Department responsibilities in FY08 included:

- Plan Review on all building permit applications, and enforce local Building Code on approximately 440 building permits issued.
- Enforce State Plumbing Code on 139 internal plumbing installations and Sub-surface Wastewater Disposal regulations on 35 new or replacement systems.
- Enforce National Electric Code on 400 electrical installations.
- Enforce the requirements of Site Plan, Conditional Uses and subdivision approvals granted by the Saco Planning Board.
- Inspect and issue 133 Certificates of Occupancy.
- Assist the Local Health Officer in the performance of his duties.
- Assist the City Attorney in preparation of court action when necessary.
- Process and review all appeals made to the Zoning Board of Appeals.
- Enforce Floodplain Management Ordinance on all areas of special flood hazard, and coordinate the Community Rating System for flood plain management.
- Enforce Shoreland Performance standards mandated by state; enforce provisions of the local Historical Preservation Ordinance.
- Assist the Department of Environmental Protection and the Saco River Corridor Commission in the enforcement of all applicable state regulations.
- Collect all impact fees established by ordinance or by the Planning Board.
- Oversee City Hall building renovations, maintenance and procurement of related supplies. enforce Property Maintenance standards to resolve complaints on substandard housing.
- In FY08 Codes Enforcement personnel performed all renovations in the City Hall building to allow relocation of 3 departmental offices, saving an estimated \$6,300.



Note: The Permit Activity Chart was corrected in FY07— prior years overstated totals.

USE OF RESOURCES: 4 full and 1 part-time employee.

Nearby city Biddeford employs 5 full time and two part-time, while nearby town Scarborough employs 5 full time in their Code Enforcement Departments.

The Code Enforcement Department utilized: ☐ .50% FY04 ☐ .48% FY05 ☐ .68%* FY06 ☐ .72%* of the FY07 ☐ .74%* of FY08 city services budget.

Here are two ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND BUILDING INSPECTION
FY04	\$11.09	FY04		
FY05	\$11.70	FY05	\$2,385	\$11.45
FY06	\$16.70*	FY06	\$2,981	\$20.31*
FY07	\$17.69*	FY07	\$2,928	\$21.13*
FY08	\$18.22*	FY08	\$3,064	\$23.01*

**this figure now includes employee benefits*

The impact of the Code Enforcement Department's mission and three service delivery goals heavily influence on the city's Public Safety strategic goal, as well as the strategic goal of Growth Management

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) To assure that life-safety complaints are investigated promptly and proper action is taken to secure the health and safety of the public.

PERFORMANCE DATA: To initiate response to all complaints within 12 hours of receipt; to conduct a physical inspection of each related situation within 24 hours; and to take any warranted action within 48 hours of receipt.

TARGETS/ COMPLAINTS	GOAL— INITIATE A RE- SPONSE WITHIN 12 HRS OF INITIAL COMPLAINT	GOAL: CONDUCT PHYSI- CAL INSPECTION OF RE- LATED SITUATION WITHIN 24 HRS OF COM- PLAINT	GOAL: TAKE RESOLUTION ACTION WITH 48 HRS OF COMPLAINT
AVE RESPONSE TIME FY05 **	4 HOURS	UNKNOWN *	39.6 HOURS
AVE RESPONSE TIME FY 06 **	4.5 HOURS	UNKNOWN *	18 HOURS
AVE RESPONSE TIME FY07 **	1.67 HOURS	UNKNOWN *	7 HOURS
AVE RESPONSE TIME FY08 **	2.0 HOURS	2.25 HOURS	5 HOURS
** SOFTWARE SYSTEM TRACKING INFORMATION * DATA WAS NOT TRACKED UNTIL FY08			

>>> data from Department records.

GOAL 2) To assure that contractors and homeowners receive prompt and accurate inspections when requested.

PERFORMANCE DATA: To schedule inspections within 1 business day of request.

TIME TARGETS:	ACTUAL HOURS FROM REQUEST TO INSPECTION	
FY04 BUILDING, PLUMBING, SEPTIC *	UNKNOWN	NOTE: 95% OF CASES, TIME REQUESTED FOR INSPECTION WAS MET
FY04 ELECTRIC *	2 HOURS	
FY05 **	2.4 HOURS	NOTE: 96.5% OF CASES, TIME REQUESTED FOR INSPECTION WAS MET
FY06 **	8.8 HOURS	
FY07 **	3.75 HOURS	
FY08 **	6.8 HOURS	
** SOFTWARE SYSTEM TRACKING INFORMATION * ANECDOTAL		

>>> data from Department records.

GOAL 3) To maintain a high degree of professionalism within the department by achieving Advanced Certification in all areas of Code Enforcement, as conferred by the State of Maine Planning Office's Code Enforcement Officer Training and Certification Program.

PERFORMANCE DATA:

- For FY08, all full-time Code Enforcement Officers have maintained Advanced Certification in at least two areas.
- One officer has obtained International Code Council Certification in Housing, Zoning and Residential Building Inspection.
- The Department maintained a rating by the Insurance Services Office (ISO) of 4 for both commercial and residential construction code enforcement, and an 8 for Floodplain Management. Communities are rated from 1 to 10, 1 being the highest. No community within the State of Maine currently is rated higher than a 4 for construction code enforcement.

>>>> *Data from departmental records.*

CITIZEN SURVEY/INPUT: The Code Enforcement Department rated positively in FY07 for aspects of its service delivery performance by citizens surveyed, with mean ratings ranging from 3.81 to 3.91 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied,” slight improvements over prior years. Large segments of the total responses are in the “don’t know” categories; given the nature of Code’s work, this makes sense, as many citizens have had no reason to directly interact with Code Enforcement and so have no reason to have formed an opinion.

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The overall enforcement of City codes and ordinances including the Building Inspection Department	2004	2.8%	5.0%	20.5%	26.8%	13.8%	31.3%	3.64
	2005	3.3%	7.5%	15.3%	28.3%	14.8%	31.0%	3.63
	2007	1.5%	4.3%	12.8%	29.3%	14.0%	38.3%	3.81
The quality of new construction in the City	2004	2.5%	3.0%	19.8%	28.8%	16.0%	30.0%	3.75
	2005	2.5%	9.3%	17.0%	31.8%	18.8%	20.8%	3.69
	2007	1.0%	5.3%	13.8%	35.0%	18.8%	26.3%	3.88
The timeliness and ease of the City's permitting process	2004	1.8%	4.3%	18.0%	26.5%	14.3%	35.3%	3.73
	2005	2.3%	8.0%	18.8%	22.5%	10.3%	38.3%	3.49
	2007	1.3%	3.3%	13.3%	22.3%	13.8%	46.3%	3.82
The enforcement of codes designed to protect public health and safety	2004	2.3%	4.5%	20.3%	37.0%	15.0%	21.0%	3.73
	2005	1.0%	3.5%	20.0%	25.5%	14.8%	35.3%	3.76
	2007	1.8%	3.3%	12.0%	28.5%	18.0%	36.5%	3.91

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The overall enforcement of City codes and ordinances including the Building Inspection Department	2004	2.8%	5.0%	20.5%	26.8%	13.8%	31.3%	3.64
	2005	3.3%	7.5%	15.3%	28.3%	14.8%	31.0%	3.63
	2007	1.5%	4.3%	12.8%	29.3%	14.0%	38.3%	3.81
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	2005	1.0%	3.5%	20.0%	25.5%	14.8%	35.3%	3.76
	2007	1.8%	3.3%	12.0%	28.5%	18.0%	36.5%	3.91

Parks & Recreation Department

Joe Hirsch, Parks & Recreation Director

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(207)283-3139



Mission Statement: The Parks & Recreation Department is dedicated to providing and promoting active and passive recreation opportunities, programs and facilities to the citizens of Saco.

The Parks & Recreation Department strives to provide safe and quality facilities for the enjoyment of the citizens of Saco, be it a well maintained athletic facility or a small corner park with benches to provide a quiet resting place, or a flower bed to add color to a drab or dreary site.

We strive to provide quality programs at affordable prices for all community members. As Harry S. Truman said... "The right of children to play and dance; the right of youth to sport for sports' sake; the right of men and women to use leisure in the pursuit of happiness in their own way, are basic to our American heritage."

SCOPE OF OPERATIONS:

- Maintains approximately 60 acres of passive use parks, including playgrounds, picnic areas, nature trails, and multi-use sports fields.
- Maintains approximately 75 acres of active use recreation areas, including ice skating ponds, fields, soccer fields, and basketball courts, some of which the City owns. Some privately owned facilities the city accesses for programming include Thornton Academy fields, track and tennis courts, and Rotary Park in Biddeford for the summer teen program, which is run in conjunction with the Biddeford Parks & Recreation Department program.
- Oversees 355 acres of natural open space
- The Parks & Recreation Department, on its own and/or in collaboration with various civic and volunteer groups, offered the following programs in FY 08:

SPRING

T-Ball
Post Season Basketball Clinic
Pre-Season Baseball Clinic
Vacation Camp Grades 1-8
After School Camp
 Grades 1&2, 3-5, 6-8
Intramurals
 (Dance, Dodgeball, Wiffleball & Soccer)

SUMMER

Day Camp
 Pre School
 Pepperell
 Memorial
 Before Care/ After Care
 Teen Outdoor Summer Bonanza
 Teen Camp (Companion program)
Tennis
Gymnastics
Women's Slow Pitch Softball
Senior Barbeque
Field Hockey Camp
*Mini golf

FALL

Soccer
 (Pre- School Soccer, Kinder Soccer Grades
 1&2, 3&4, 5&6)
Field Hockey
Open/ Over 30 Adult Men's Basketball
Over 40 Men's Basketball
Open Walk Program
Co-Ed Adult Volleyball
Pre School Arts and Crafts
*Pre School Open Gym
*Pre School sports
After School Camp
 Grades 1-2, 3-5, 6-8
Before School Camp
 Grades 1-8
Before School Breakfast Program
 Grades 1-8
Vacation Camps

FALL, CONTINUED

 Grades 1-8
British Soccer Camp
Intramurals
 (Volleyball, Dodgeball, Wiffleball
 & Soccer)
Little Feet Soccer Camp
*Mall Bus Trip & Kittery Bus Trip

WINTER

Basketball Clinic
Basketball
 Little Dribblers
 Kinder Basketball
 Grades 1&2, 3&4, 5&6
Travel Basketball
 Grades 5&6, 7&8, 9-12
Intramural Soccer
 Grades 1&2, 3&4, 5&6
Recreational Cheerleading
Competitive Cheerleading
Tot Program
 6 months – 2yrs old
 2-3 years old
Women's League Volleyball
Co-ed Adult Volleyball
Indoor Batting/ Pitching/ Catching
Intramurals
 (Volleyball, Dodgeball, Wiffleball
 & Soccer)
Vacation Camps Grades 1-8
After School Camp
 Grades 1-2, 3-5, 6-8
Before School Camp
 Grades 1-8
Before School Breakfast Program
 Grades 1-8
Adult Field Hockey
*Pre School Basketball
*Celtics Basketball Trip

*NEW FOR 2008

USE OF RESOURCES:

3 full time and 2 part-time employees in the Recreation area, and 3 full-time and 2 part-time employees in the Parks area. Approximately 60 seasonal employees who run seasonal programs and events or who serve as life guards. Approximately 200 citizen volunteers assist in various programs.

Parks & Recreation utilized: ☐ 1.37% FY04 ☐ 1.45% FY05 ☐ 1.88%* FY06
☐ 2.31%* FY08 of the city services budget to operate.

Here are two ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND PARKS & RECREATION	*this figure now includes employee benefits
FY04	\$30.37	FY04			
FY05	\$35.17	FY05	\$2,385	\$34.58	
FY06	\$46.13*	FY06	\$2,981	\$56.10*	
FY07	\$56.54*	FY07	\$2,928	\$67.54*	
FY08	\$64.68*	FY08	\$3,064	\$80.84*	

The following is summarized data on various regional Parks & Recreation offerings for comparison.
Parks and Recreation Department

Census (2000) and Program Data (2008)

City Name	Population (2000 Survey)	# of Households	Median Household Income	# of Recreation Programs per Year	Advisory, Policy Making or No Committee
Saco	16,822	6,773	45,105	135	Advisory Committee
Old Orchard Beach	8,856	4,289	36,568	100	Advisory Committee
Kennebunk	10,476	4,211	50,914	378	Policy Making
South Portland	23,324	10,042	42,770	230	No Committee
Wells	9,400	3,995	46,314	133	Advisory Committee
Scarborough	16,970	6,471	56,491	235	Advisory Committee

The impact of the Parks & Recreations Department's mission and three service delivery goals influence on the city's Leisure Services Investment strategic goal.

Department Service Delivery Goals and Performance Data:

GOAL 1) To provide programs that will meet the leisure needs of the citizens of Saco.

The Department focuses on offering a variety of programs to serve the various individual populations within the community – pre-school, youth, teens, adults and senior citizens.

PERFORMANCE DATA: To increase from year to year the variety of programs offered to the various populations within the community – pre-school, youth, teens, adults and senior citizens.

Programs						
Offered For:	2003	2004	2005	2006	2007	2008
Pre	6	5	8	9	10	12
Youth	18	25	33	33	35	36
Teen	10	17	17	18	19	19
Adult	9	11	10	9	9	9
Seniors *	0	1	4	3	3	5
TOTAL **	43	59	72	72	76	81

>>>>Data from department records.

**does not include activities in the senior center*

***this total does not equal the 130 programs discussed on the prior page, which total includes various divisions within each program, such as for different grades levels, skill levels, or interest levels*

The Parks & Recreation Department is finalizing implementation of a new software system which will allow them to track the number of participants in each program, as well as what ward of the city they are from, in order to improve the appropriateness of programs offered based on this important demographic information. They hope to have this software fully on line during FY09.

GOAL 2) To provide all programs in a financially sound and responsible manner. The Parks & Recreation Department will continue to be guided by cost-of-service principles with regard to our rates, fees and charges. We are committed to continuous improvements in all programs and will provide value to our participants.

To keep the leisure pursuits of Saco's citizens within financial reach of all community members is a guiding principle to the Parks & Recreation Department's operations.

PERFORMANCE DATA: (A) To maintain a fair and stable fee structure while keeping within 85% of the local municipal market (a fee that is greater by 15% than another community's like fee is highlighted) and to add a number of scholarship funding from outside sources (future goal).

CITY OF SACO PROGRAM COMPARISION COSTS FOR SURROUNDING COMMUNITIES

	Saco 07 Last Year	Saco 08 Current Fee	Biddeford 08 Current Fee	Scarborough 08 Current Fee	YMCA 08 Current Fee	Kennebunk 08 Current Fee
Programs						
Summer day camp	\$625/ 10 weeks	\$625/ 10 weeks	\$710	\$1,200	\$1300/ 10 weeks	\$625/ 7 weeks
Weekly	\$95	\$95	N/A	\$150	\$130	N/A
Before/ After Care	N/A	N/A	N/A	N/A	N/A	N/A
Before or After Care	N/A	N/A	N/A	N/A	N/A	N/A
Extended Camp	N/A	N/A	N/A	\$35/ day	N/A	N/A
Fall Soccer	\$35	\$35	\$40	\$40	\$30	\$95
Pre-School Program	\$75	\$95	N/A	\$90	\$40	\$690/ yr
Before School Care	\$15	\$15	N/A	\$160/ mo	\$50	N/A
After School Care	\$55/ wk	\$55/ wk	N/A	\$295/ mo	\$65	N/A
Vacation Camp	\$75	\$75	\$70	\$140	\$30/ day	\$14/ day
Teen Camp	\$30	\$55	N/A	\$1400/ 8 weeks	N/A	Free
Basketball	\$35	\$35	\$40	\$45	N/A	\$35
Travel Basketball	\$95	\$95	\$40	N/A	N/A	\$65
Junior Dribblers	\$45	N/A	N/A	N/A	N/A	\$35
7/8 Travel B-Ball	\$55	\$55	N/A	N/A	N/A	N/A
Men's Basketball	\$35	\$2/ visit	\$2/ visit	\$2/ visit	N/A	\$2/ visit
Cheerleading	\$30	\$30	N/A	N/A	N/A	N/A
Co-ed Volleyball	\$25	\$2/ visit	\$2	\$2/ visit	N/A	N/A
Tennis	\$30	\$30	\$40	\$90	N/A	\$55
Walk/ Jog Fitness	\$1/ visit	\$1/ visit	Free	\$60	N/A	N/A
T-Ball	\$35	\$35	N/A	N/A	N/A	N/A

>>>>Data from chart reflects phone survey of other community departments.

Adding scholarship funding from outside sources will enhance programs offered by making them available to those participants who cannot pay the full fee. Donors will be assured that their contributions are utilized by Parks & Recreation in full.

PERFORMANCE DATA: (B) To increase the percent of revenues from program fees in Parks & Recreation budget in order to maintain and broaden program offerings.

FY	Revenues*	Total Budget	Recreation Budget Estimated	Revenues % of Total P & R Budget	Revenues % of Rec- reation Budget
2001	\$75,930.00	\$359,578.00	\$165,405.00	21.12%	45.91%
2002	\$58,378.00	\$408,307.00	\$187,821.00	14.30%	31.08%
2003	\$78,684.00	\$456,610.00	\$210,040.00	17.23%	37.46%
2004	\$84,176.00	\$485,750.00	\$223,445.00	17.33%	37.67%
2005	\$99,615.00	\$585,146.00	\$269,167.00	17.02%	37.01%
2006	\$181,065.86	\$612,822.00	\$281,898.00	29.55%	64.23%
2007	\$278,313.00	\$715,131.00	\$330,142.00	38.92%	84.30%
2008	\$409,685.00	\$894,989.00	\$427,595.00	46.89%	95.81%

>>>Data from Finance audited reports.

** Revenues reflect fee waivers given to citizens who met financial guidelines, therefore, revenues are understated.*

GOAL 3) To assure continued maintenance, expansion and procurement of Parks & Recreation facilities, both active and passive.

The Parks & Recreation Department has to anticipate both new demand and continually evaluate and refine its ongoing operations in order to meet Saco's needs as it continues to grow and change.

PERFORMANCE DATA: To provide safe, clean and aesthetically pleasing facilities in order to: maintain and/or meet the growing needs and demands of the community; and increase the number of passive and active facilities maintained by the Department; and increase the use of existing facilities.

See next page for facilities listings.

<i>Facility Name</i>	<i>Maintained in 2003</i>	<i>Maintained in 2004</i>	<i>Maintained in 2005</i>	<i>Maintained in 2006</i>	<i>Maintained in 2007</i>	<i>Maintained In 2008</i>
75 Franklin Street (Community Center)	NO	YES	YES	YES	YES	YES
80 Common Street (Community Center)	YES	YES	YES	YES	YES	YES
Open Door (Senior Center)	YES	YES	Partially	Partially	NO	NO
School Street Maintenance Building	YES	YES	YES	YES	YES	YES
Front Street Parks Maintnenace Area	YES	YES	YES	YES	YES	YES
Pepperell Park	YES	YES	YES	YES	YES	YES
Front Street Boat Ramp	YES	YES	YES	YES	YES	YES
Riverfront Park	YES	YES	YES	YES	YES	YES
Cataract Substation Park	YES	YES	YES	YES	YES	YES
Jubilee Park	YES	YES	YES	YES	YES	YES
Haley Park	YES	YES	YES	YES	YES	YES
Eastman Park	YES	YES	YES	YES	YES	YES
Joe Riley Park	YES	YES	YES	YES	YES	YES
Diamond Riverside Park	YES	YES	YES	YES	YES	YES
Plymouth Recreation Area	YES	YES	YES	YES	YES	YES
Memorial Field	YES	YES	YES	YES	YES	YES
Dyer Library and Saco Museum	YES	YES	YES	YES	YES	YES
Young School Recreation Area	YES	YES	YES	YES	YES	YES
Shadagee Woods Recreation Area	YES	YES	YES	YES	YES	YES
Ryan Farms Recreation Area	YES	YES	YES	YES	YES	YES
Saco Middle School Recreation Area	YES	YES	YES	YES	YES	YES
Boothyby Park	YES	YES	YES	YES	YES	YES
Saco Landfill Recreation Area	YES 1-2 ACRES	YES 1-2 ACRES	YES 6 ACRES	YES 8 ACRES	YES 8 ACRES	Yes 13 ACRES
Hillview Heights Tot Lot	YES	YES	YES	YES	YES	YES
Thornton Academy Baseball and Softball field lining	YES	YES	YES	YES	YES	YES
Mowing all pump stations, PD,City Hall and DPW	YES	YES	YES	YES	YES	YES
Brookside II	NO	NO	YES	YES	YES	YES
Train Station	NO	YES	YES	YES	YES	YES

*The following standards of maintenance apply to Saco's municipal holdings of over 135 acres. All ballfields, park areas and publicly owned lands are mowed at least once per week throughout the growing season, ball fields and other intensive use areas require more mowings as weather conditions dictate. Trash is removed at all sites no less than once per week with school grounds being checked bi-weekly and three times a week during summer day camp activities. Parks staff is responsible for checking safety of all play equipment when performing trash removal activities and summer day camp leaders check the playgrounds at their respective day camps daily.

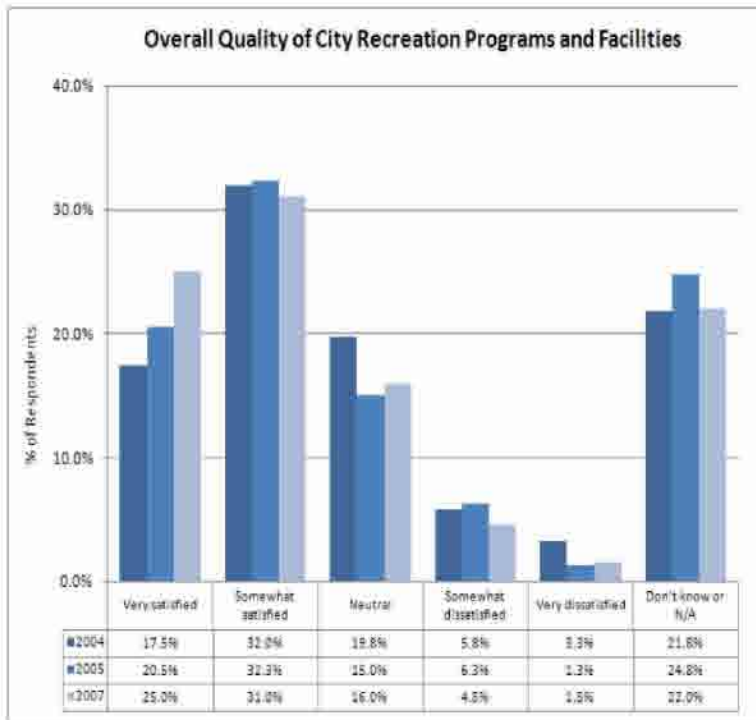
>>>>Data from department records.

Again, as noted above, the software being implemented now will allow the department to track the number of uses of each facility in FY09.

CITIZEN SURVEY/INPUT:

The Parks & Recreation Department rated fairly positively by citizens surveyed across the various dimensions of its service delivery performance examined, with mean ratings ranging from 3.88 to 4.40 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” In several areas, a considerable percent of respondents were “neutral,” neither satisfied nor dissatisfied with, or “don’t know” how to rate, the department, likely indicators that there is still room for improvement in most areas, especially among residents with higher incomes who generally rated the area lower than other citizen groups. However, the latest survey data did indicate modest improvements in some areas, which is encouraging as the City has invested additional resources based on prior years’ survey results of citizen opinions of Parks & Recreation services.





		1 - Very dissatisfied	2 - Somewhat dissatisfied	3 - Neutral	4 - Somewhat satisfied	5 - Very satisfied	Don't know	Mean Response
The walking and biking trails in the City	2004	3.3%	10.0%	20.3%	28.8%	22.0%	15.8%	3.67
	2005	3.3%	8.8%	19.3%	25.3%	22.3%	21.3%	3.69
	2007	2.0%	5.8%	16.8%	29.5%	24.8%	21.3%	3.88
The availability of, and access to, City community centers	2004	2.8%	7.0%	21.5%	29.3%	16.0%	23.5%	3.64
	2005	2.0%	7.3%	17.0%	24.8%	15.0%	34.0%	3.66
	2007	0.8%	5.8%	15.3%	26.3%	21.8%	30.3%	3.90
The maintenance of City parks and athletic facilities	2004	1.0%	2.8%	18.8%	43.8%	23.8%	10.0%	3.96
	2005	1.0%	3.8%	16.0%	38.3%	21.5%	19.5%	3.94
	2007	1.3%	2.5%	13.8%	36.3%	28.0%	18.3%	4.07
The City's youth and adult recreation programs	2004	3.0%	7.3%	15.0%	30.5%	14.5%	29.8%	3.66
	2005	1.0%	5.5%	18.5%	27.3%	14.0%	33.8%	3.72
	2007	1.8%	3.3%	17.0%	26.5%	20.3%	31.3%	3.88
Other City community events, such as the Sidewalk Art Fair and Pumpkin Fest	2004	1.3%	2.3%	8.8%	33.0%	49.0%	5.8%	4.34
	2005	0.5%	1.5%	9.5%	29.5%	47.8%	11.3%	4.38
	2007	1.0%	0.3%	10.8%	28.3%	50.5%	9.3%	4.40
The reasonableness of fees charged for recreational programs	2004	2.3%	6.5%	16.8%	28.0%	18.3%	28.3%	3.75
	2005	0.8%	3.3%	15.0%	27.3%	22.3%	31.5%	3.98
	2007	0.8%	2.5%	13.3%	29.8%	23.3%	30.5%	4.04

Citizen response to performance of the Parks & Recreation Department continues to be given careful attention by City management. This is because of the importance of citizen opinion in understanding the performance of Parks & Recreation, which directly impacts the City's strategic goal of Leisure Service Investment.

The Parks & Recreation Department also contributes to citizens' experiences of the overall quality of life in Saco. While not a heavy consumer of financial resources, Parks & Recreation as a department is responsible in part for what many citizens can do to pursue their quality of life.

Therefore, as noted, citizen surveys have influenced budget choices and resource allocation favorably for Parks & Recreation over the past several years. In FY08, the department took delivery of their new bus, which allowed them to take more trips, such as mini golf tours for summer camp and the senior mall trips, in order to enhance programs.

The department's new facility: the Community Center (a former armory building), continues to be allocated funds for annual improvements, such as a new roof, completion of the reception area and outdoor play areas, as well as heating and lighting system upgrades, all done in FY08. Also begun in FY08: installation of a new gym floor; initial paving of parking areas; adding a kitchen, new bathrooms, a seniors' wing, and a Maintenance Building ; as well as initial landscaping of the grounds. Most of these projects will be completed in FY09. This larger building has allowed for expanded and improved operations department wide, while the old building continues to house civic meetings and other activities as needed.

As well, the ongoing development of the former landfill into a multi-use open space is another improvement for Parks & Recreation and the City, which brought another 6 acres of field space to the citizens in FY08. In plan for FY09 for the site is a relocation of the transfer station and parking improvements in order to maximize the facility's use as recreation space.

The Parks & Recreation Department continues its major transformation in order to keep up with the growing and changing needs of citizens. Future surveys should provide guidance to performance of this department and how well citizens' preferences and needs are being satisfied.

For further information about the ongoing improvements planned for the Parks & Recreation Department, pls see: Recreation Advisory Board Needs Assessment (2004) and A Plan for the Parks (2001).

City Clerk and General Assistance

Michele Hughes, Deputy City Clerk
General Assistance Director
Mhughes@sacomaine.org (207) 282-8206



Lucette Pellerin, City Clerk
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(207) 284-4831

Mission Statement: *The office of the City Clerk will strive to deliver the highest level of professionalism and customer service to the residents of Saco. We will through dedicated employees continue to be stewards of Municipal records providing reasonable access to said records, conduct elections enabling our residents to exercise their Constitutional rights and provide financial assistance to indigent people from our community.*

SCOPE OF OPERATIONS:

- Maintains all municipal records, including Vital Statistics: births, marriages and deaths; dog licenses; and those relating to City of Saco requirements: business licenses, Camp Ellis permits, permits for miscellaneous vendors, moorings, taxi drivers and taxi businesses, and victualers.
- Maintains records of Annual Reports and City Council Meeting minutes.
- Maintains permanent records of the City, such as the easements it holds, titles to City owned vehicles, contracts the City has with vendors, etc.
- Oversees all Voter Registration efforts and all elections for the City.
- Responsible for administering the General Assistance Office, which provides assistance to community members requiring financial aid from the City.

Use of Resources: 2 full time employees, 2 part-time employees (Voter Registration), and approximately 45 paid temporary helpers to man polls during elections.

Comparison to City Clerk departments in neighboring towns of similar size and overall budget: Biddeford has 6 FT employees (the department handles all vehicle registration and tax payments, however), while Scarborough has 2.5 FT.

City Clerk's Office utilized: ☐ .48% FY04 ☐ .44% FY05 ☐ .53% FY 06 ☐ 56%* of the FY07 ☐ .45% FY08 of city services budget.

Here are two other ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND CLERKS OFFICE
FY05	\$10.90	FY05	\$2,385	\$10.49
FY06	\$13.00*	FY06	\$2,981	\$15.80*
FY07	\$13.70*	FY07	\$2,928	\$16.36*
FY08	\$11.07*	FY08	\$3,064	\$13.84*

*this figure now includes employee benefits

The impact of the City Clerk's mission and three service delivery goals modestly influences the city's Technological Innovation and Implementation strategic goal.

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) To assure that the Vital Records, as well as permanent records in our care, meet State Required mandates in order to preserve the history for future generations.

As mandated by State law, archived records must be refurbished as needed in order to preserve them. The condition and age of the books where statistics are recorded determines the restoration process. Records date back to 1796, so there are numerous volumes of records where the ink and paper, as well as the bindings, are seriously deteriorated, and many cannot be scanned electronically in order to archive them. One book of such recorded statistics costs about \$2,000 to be permanently restored and about 4 months for an outside vendor to accomplish. Thus, this process is both costly and time consuming.

PERFORMANCE DATA: To have at least one volume of older Vital Records that requires restoration successfully restored per year, and to continue to capture all older records through the scanning process, such that all records are permanently archived electronically by 2015.

- Since 2001, all records have been electronically captured, as well as permanently archived.
- There are 60 volumes of old books, 38 of which are in good physical condition. Of the 22 remaining that require work, 19 (17 in FY07; 16 in FY06, 15 in FY05, and 12 in FY04), 87%, have been restored in the last 16 years.
- The amount of completed scanning work and scanning work to be done was tracked in FY08 via Laserfiche, however the data was not submitted for this report.

>>>>Data from actual count of books of Vital Records.

GOAL 2) To provide timely financial assistance to all people who apply for and are determined eligible for the assistance. The General Assistance Office will give referrals to other organizations that may also be able to provide financial assistance or services.

The General Assistance Office has regular hours on Tuesdays and Thursdays, and offers emergency ours as needed on Mondays, Wednesdays and Fridays, for those seeking financial assistance.

PERFORMANCE DATA: Tracking the time from when a qualified applicant enters the general assistance system to when their application is processed, with a goal of within 24 hours, per state law.

	<u>Clients Seen</u>	<u>Clients Qualified</u>
FY04	100	79
FY05	109	85
FY06	121	106
FY07	148	130

Note: There was no violation of state law in processing GA applications.

>>>>data from records maintained for the State of Maine

GOAL 3) To conduct elections in a manner that will enable our residents to exercise their Constitutional rights in a timely manner, while avoiding parking issues and ensuring child safety at polling places.

The City Clerk coordinates with the School Department as a majority of all voting places are in local schools.

PERFORMANCE DATA:

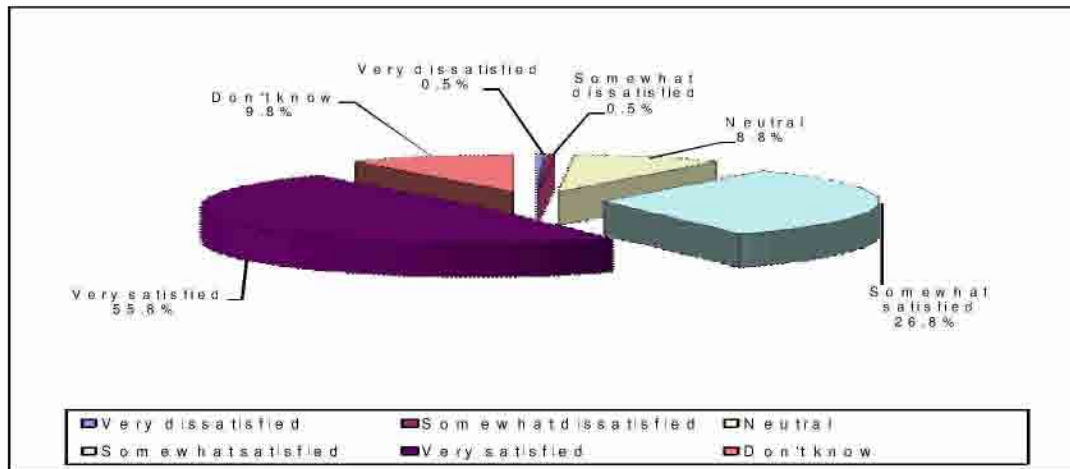
- (a) In years with no presidential election, no one voting waits more than two minutes to cast their ballot, and in years with presidential elections, no one voting waits more than ten minutes to cast their ballot per election;
- (b) to have no more than 2 parking complaints per election;
- (c) to have no complaints involving child safety at the polls per election; and
- (d) to have absentee ballots mailed out the same day as requested each election.

	Average	Parking	Child Safety	Absentee Ballots
	Wait Time	Complaints	Issues	Mailing Times
FY01	>2 mins	1 major issue	0	same day
FY02	>2 mins	0	0	same day
FY03	>2 mins	0	0	same day
FY04	>10 mins	0	0	same day
FY05	>2 mins	0	0	same day
FY06	>2 mins	0	0	1 absentee ballot request lost and mailed late
FY07	>2 mins	0	0	1 complaint related to waiting to be issued an absentee ballot
FY08	>4 mins	0	0	same day

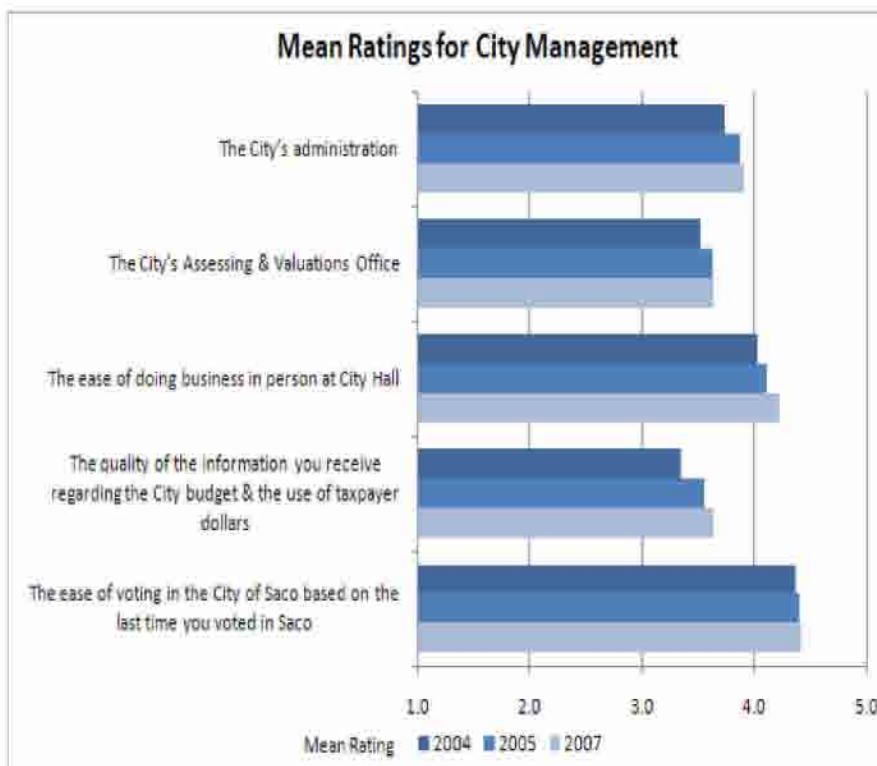
>>>>Data from anecdotal records of complaints kept by City Clerk.

NEXT STEPS: The City Clerk implemented the use of laptops, as a pilot program, in Wards 1 and 2 to resolve problems during elections, whereby sub-registrars could access the complete permanent voter registration records at City Hall and not solely rely on paper reports at each individual voting place. The laptop access to the Voter Registration software did reduce 95% of the calls placed, by these Wards, to the Clerk's Office regarding voter registration issues. The pilot program has confirmed the use of laptops at polling places to be useful. The City Clerk will continue to strive to provide laptops to all polling places in the future. Funding for this project could, in fact, be minimal since laptops used for training in the IT Department could be made available to the polls on Election Day.

CITIZEN INPUT/SURVEY: Citizens rated the elections process positively for FY07: over 80% of respondents were “very satisfied” (48.5%) or “somewhat satisfied” (32.0%), with a mean rating of 4.41 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” The FY09 survey results should be significant for this issue with the November 2008 major election.



As well, for FY07 77.5% of citizens surveyed responding that they are “somewhat satisfied” (34%) or “very satisfied” (43.5%), with the “ease of doing business in person at City Hall,” which included transactions at the Clerk’s office. These ratings showed slight improvement over FY05 and FY04 survey results.



Citizen rating of the Administrator’s Office, Finance Department and City Clerk’s Office combined were fairly positive with a mean rating of 3.9 in FY07 (up from 3.86 in FY05 and 3.73 in FY04) on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” However, a large percent of respondents (16.5%) remain “neutral,” neither satisfied nor dissatisfied, with the overall performance of City Administration and another 18.5% “don’t know” how to rate their satisfaction level. This indicates citizens feel there is room for improvement, especially for those younger or higher income, who were less satisfied than others.



Planning and Development

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Bob Hamblen, City Planner
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Mission Statement: Assuring high quality and more sustainable development in Saco.

SCOPE OF OPERATIONS:

- Processing an average of 10-12 conditional use permits annually to consider special uses that are not allowed as a matter of right within a zoning district.
- Processing an average of 15 site plan applications annually for multiple family developments, and commercial and industrial developments.
- Processing 10-15 subdivision reviews annually and managing construction monitoring and street acceptance.
- Ongoing work with various organizations for improvements to downtown Saco.
- Ongoing work with private, regional and state entities on development of former mill complexes and individual mill sites, as well as new industrial and business parks and other commercial enterprises.
- Working on planning issues within the city organization to achieve city goals, such as with Parks & Recreation and outside professionals on planning and development of the Landfill Reuse Plan and other open space opportunities.
- Working on long range goals and planning issues with the City Council, the Planning Board and the Economic Development Commission, and developing long range plans such as the Comprehensive Plan and the Downtown Plan.
- Identifying and applying for appropriate grants for funding of all levels of projects ongoing within the city.
- Administering the historic preservation ordinance.

USE OF RESOURCES: 3 full time employees.

Neighboring towns of similar size, Biddeford and Scarborough, employ 4 and 5 respectively in their Planning and Development Departments.

Planning and Development utilized:

- ☐ .54% FY04 ☐ .58% FY05 ☐ .73%* FY06 ☐ .77%* FY07
☐ .94%* of the FY08 city services budget.

Here are two other ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND PLANNING DEPARTMENT
FY04	\$11.91	FY04		
FY05	\$14.05	FY05	\$2,385	\$13.84
FY06	\$17.88*	FY06	\$2,981	\$21.75*
FY07	\$18.82*	FY07	\$2,928	\$22.48*
FY08	\$22.94*	FY08	\$3,064	\$28.68*

**this figure now includes employee benefits*

The impact of the Planning and Department mission and three service delivery goals heavily influence the city's strategic goal of Growth Management.

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) To assure that all applications submitted to the Planning and Development Department are processed in a timely and thorough fashion, with assistance provided as needed to applicants such that a fair and complete hearing is possible in a reasonable time frame.

The Department focuses on timely responses and ensuring compliance in order to meet the demands for growth within the City.

PERFORMANCE DATA: (A) Upon receipt of a conditional use application, Planning Board review will be scheduled within 30 days for at least 95% of all such applications.

Year	Conditional Use Applications Received	# Requiring Planning Board Review	Review scheduled within 30 days- Target of 95%	# Requiring Staff Review Only	Review scheduled and approved within 30 days - Target of 95%
2004*	N/A	N/A	90%	N/A	N/A
2005	13	4	100%	9	100%
2006	10	5	100%	5	100%
2007	9	7	100%	2	100%
2008	8	5	100%	3	100%

** = anecdotal >>>>Data from department records.*

(B) Upon receipt of a site plan application, Planning Board review will be scheduled within 45 days for at least 95% of all such applications.

YEAR	SITE PLAN REVIEW APPLICATIONS RECEIVED	# REQUIRING PLANNING BOARD REVIEW	REVIEW SCHEDULED WITHIN 45 DAYS-TARGET OF 95%	# REQUIRING STAFF REVIEW ONLY	REVIEW SCHEDULED WITHIN 45 DAYS *TARGET OF 95%
2004*	N/A	N/A	90%	N/A	N/A
2005	12	8	100%	4	100%
2006	11	9	100%	2	100%
2007	11	6	100%	5	100%
2008	10	4	100%	6	100%

*= anecdotal >>>>Data from department records.

GOAL 2) Department will complete one major plan each calendar year, except for a year immediately following the completion of the Comprehensive Plan.

PERFORMANCE DATA:

Plan	2000	2002	2004	2005	2006	2007	2008
Comprehensive Plan	X						
Regional Beach Management Plan	X						
Saco Spirit for Business Recommendation		X					
Bicycle Pedestrian Plan			X				
Rte. 112 Study				X			
Main Street Access Study				X			
York County Economic Development Plan Update				X			
Downtown Market Study				X			
PACTS Destination Tomorrow Update					X		
Downtown Plan Update						X	
Historic Survey Completion							X
Saco Bay Management Plan							X

>>>>Data from departmental records.

GOAL 3) Department will complete at least one major, substantive set of ordinance revisions each calendar year.

PERFORMANCE DATA:

Ordinance	2000	2001	2002	2003	2004	2005	2006	2007	2008
Cluster Housing	X								
Extensive Comprehensive Plan Amendments	X	X							
Cell Towers			X						
Recreation & Open Space Impact Fees			X						
Private Roads				X					
Extensive Housekeeping Amendments				X					
Net Density, Signs					X				
Design Standards						X			
Sign Standards							X		
Stormwater Standards							X		
Historic Preservation Updates							X		
Traffic Ordinance								X	
Stormwater Fee Compensation Plan								X	
Accessory Apartments									X
Community Living Uses									X
Marinas									X
Power Lines									X
Solar Installations									X

>>>>Data from department records.

CITIZEN SURVEY/INPUT: Citizen ratings of the perceived importance of the Planning and Development department's three service delivery goals are being gathered at this time. Questions for the FY07 citizen opinion survey were reworked in order to better capture citizen opinion regarding the Planning and Development Department. While the mean ratings remained similar for this year to prior years' ratings for this department, between "neutral" and "somewhat satisfied" for service delivery performance by citizens surveyed on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied," a significant change should be noted. That is, the "Don't Know" category of responses climbed to over 50% for each question, which heavily influenced the final mean rating; this reinforces prior assessments that departmental ratings reflect lack of awareness of what this area actually does for the City.

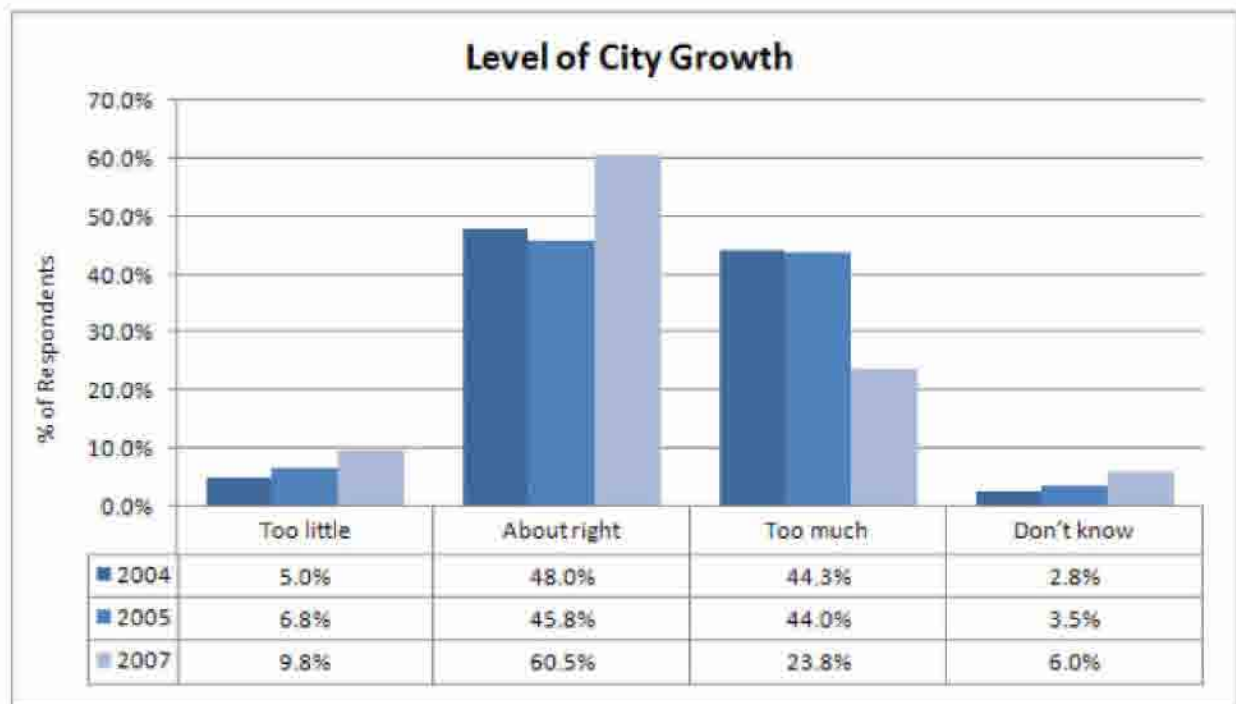
	The administration of site plan and subdivision permitting and economic development programs by the Department	The timeliness of the City's reviews of subdivision and site plan applications
	2007*	2007*
5 – Very satisfied	8.8%	7.8%
4 – Somewhat satisfied	18.5%	16.5%
3 – Neutral	12.8%	10.5%
2 – Somewhat dissatisfied	6.8%	4.0%
1 – Very dissatisfied	2.5%	1.8%
Don't know or N/A	50.8%	59.5%
Very / Somewhat satisfied combined	27.3%	24.3%
Very / Somewhat dissatisfied combined	9.3%	5.8%
Mean Response (1 to 5)	3.49	3.60

**Note: These questions were first introduced in 2007.*

Another noteworthy outcome of the 2007 survey was the 3.51 rating of the City's planning for growth (below), which showed significant improvement over prior years. This may have been attributable to the finalization of two major development projects, which were widely publicized in the media and so have raised the profile of the department's work.

	2004	2005	2007
5 – Excellent	9.5%	6.8%	11.8%
4 – Good	26.5%	29.8%	33.3%
3 – Average	39.8%	38.0%	29.0%
2 – Poor	13.8%	13.0%	7.8%
1 – Very poor	3.3%	6.0%	2.8%
Don't know	7.3%	6.5%	15.5%
Good / Excellent combined	36.0%	36.6%	45.0%
Poor / Very Poor combined	17.1%	19.0%	10.5%
Mean Response (1 to 5)	3.27	3.20	3.51

Finally, the rating by citizens of the level of growth in Saco for the 2007 survey yielded one of the most significant findings for that year. In prior year's, about 44% of respondents rated growth in the City as "too much," while a narrow majority rated it as "about right" or as "too little," but in this year's survey the "too much" rating fell to 23.8%. A solid majority (60.5%) rated growth as "about right" and the percent respondents for "too little" also increased noticeably (9.8%). While these shifts in opinion may have been anomalies, it does seem possible that the finalization of two major and highly publicized projects played a role in changing citizen opinion about the appropriateness of Saco's level of growth.



As noted in past reports, the departmental ratings seem to reflect possible dissatisfaction but also likely reflect lack of awareness about departmental performance (as so many respondents did not know how to rate the actual department). When coupled with the improved ratings by citizens for planning for growth and the increased approval ratings of Saco's level of growth, areas that impact every citizen, it appears that the Planning and Economic Development Department achieved some significant satisfaction gains.

Fire Department

Alden Murphy, Fire Chief

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Mission Statement: The Saco Fire Department, through its highly trained and dedicated employees, strives to deliver the highest quality fire protection and emergency medical services in the most cost effective manner through quality fire prevention, suppression, and emergency medical services delivery, with the utmost regard for the safety of its citizens, visitors, and employees.

SCOPE OF OPERATIONS:

- Responded to 2,859 calls for service in FY08; up from 2,837 calls for service in FY07,
- Inspected 242 local businesses in FY08 (down from 244 local businesses for FY07)
- Performed 80 additional various inspections in FY08
- Provided public fire education to about 1770 members of the public, including 1075 children
- Piloted prevention programs for the elderly and grades 6-8 in FY08

(1) Central Station crew is comprised of career firefighters supported with a paid on call department.

(2) North Saco substation (cover outlying parts of the city) is staffed by paid volunteer fire fighters radio dispatched from their residences.

(3) Bayview Station staffed with students from a local community college who participate in a live-in training program to be fire fighters.

According to data gathered from the National Fire Protection Association, a City of Saco's size can be expected to operate just over 2 stations (Ammons, p 149). Given the seasonal increase in population in the Camp Ellis and other tourist areas, and the 37 square mile area that the fire department has to cover, Saco has found that operating 3 stations is the only effective way to keep response time at an acceptable level. The substations provide initial fire and basic emergency medical response to their outlying districts with a full fire assignment or Advanced Medical response simultaneously being dispatched from Central Station.

Ammons, D.N. (2001). Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd ed.). Sage Publications.

USE OF RESOURCES: 36 fulltime employees divided into 4 crews that work 24 hour shifts of 8 per shift, including 2 shift officers, with 3 command officers that work daily Monday through Friday. Forty trained and paid on call firefighters, including the 4 live-in students.

The Fire Department utilized:

☐ 5.12% FY04 ☐ 4.46%FY05 ☐ 5.91%* FY06 ☐ 6.31%* FY07 ☐ 6.62%* FY08 of city services budget.

Here are two ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND FIRE DEPARTMENT
FY04	\$113.43	FY04		
FY05	\$127.32	FY05	\$2,385	\$106.37
FY06	\$144.95*	FY06	\$2,981	\$176.27*
FY07	\$154.62*	FY07	\$2,928	\$184.69*
FY08	\$162.29*	FY08	\$3,064	\$202.84*

****this figure now includes employee benefits***

A budget comparison to the neighboring town of similar size and demographics (but employing more career and fewer on call members) follows:

<u>Fire Department Budget Analysis</u>		
	BIDDEFORD	SACO
Personnel	\$2,900,416.00	\$1,911,053
Operating	\$305,252.00	\$285,476
TOTAL	\$3,205,668.00	\$2,196,529

The impact of the fire department mission and three service delivery goals heavily influence the city's strategic goal of ensuring public safety.

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) To ensure that the initial fire and emergency medical services units arrive on scene with adequate staffing to safely and effectively begin immediate emergency scene operations while the emergency is still at a manageable stage.

The fundamental assumption is that a speedy response will increase the likelihood of fire containment, survival of an accident victim, etc. The goal is the initial district engine will begin suppression or provide basic life support within 4 minutes of leaving the station.

PERFORMANCE DATA: Percentage of incidents where the initial apparatus arrives on the scene within 5 minutes (1 minute for turnout time and 4 minutes for actual travel time) from the time it is dispatched from the station or is dispatched from a remote location, with a goal of 65%. The original goal of 90% was adjusted when results consistently showed that response to outlying regions was bringing the total times down.

>>>>Data that follows is from departmental records and the state (training certifications).

All Emergency Responses: Dispatch to Arrival on Scene. (includes 1 minute turnout time) Overall response data based on Fire Department dispatch information.

DATE	0-5 MINUTES	5-9 MINUTES	9-13 MINUTES	13+ MINUTES
FY04	62%	24.50%	8.9%	4.60%
FY05	63.05%	24.30%	9.35%	3.30%
FY06	64.10%	24.10%	9.10%	2.70%
FY07	63.20%	25.50%	7.80%	3.50%
FY08	61.6%	27.5%	8.0%	2.9%
AVERAGE	63.09%	24.60%	8.79%	3.53%

RESCUE: Dispatch to Arrival on Scene. (includes 1 minutes turnout time) Fire department Rescue response data based on Fire Department Dispatch Information.

DATE	0-5 MINUTES	5-9 MINUTES	9-13 MINUTES	13+ MINUTES
FY04	55.65%	30.95%	9.90%	3.50%
FY05	65.25%	25.55%	7.25%	1.90%
FY06	64.20%	24.10%	9.10%	2.60%
FY07	63.00%	25.40%	8.10%	3.50%
FY08	60.3%	29.7%	7.3%	2.7%
AVERAGE	62.03%	26.50%	8.59%	2.88%

FIRE: Dispatch to Arrival on Scene. Fire Department Suppression response data based on Fire Department Dispatch Information. Does not include non-emergency department details.

DATE	0-5 MINUTES	5-9 MINUTES	9-13 MINUTES	13+ MINUTES
FY04	63.85%	22.15%	8.65%	5.35%
FY05	61.05%	23.05%	11.15%	4.75%
FY06	65.20%	21.00%1	9.90%	3.90%
FY07	63.50%	23.00%	8.50%	5.00%
FY08	61.9%	25.4%	9.4%	3.3%
AVERAGE	63.40%	22.30%	9.55%	4.75%

NEXT STEPS: The Fire Department is reasonably certain response times will probably remain in these actual ranges and 65% will not be achieved as follows. Call volumes have continued to increase, and response times have decreased as response vehicles are often en route or returning from a prior call and so their starting point is often out of district, such as from the regional hospital. As well, the City has completed traffic light preemption projects for all traffic lights in the City, so there are no further gains that can be made here. Finally, outlying substations are manned by volunteers, as already noted, whose travel time, along with travel time from Central Station responders, determines longer response times that influence results.

GOAL 2) To provide employees training in accordance with state and national standards.

The Saco Fire Department has chosen to maintain a professional staff in its strategy for delivering emergency services, which means training is key.

PERFORMANCE DATA: A) All new career and volunteer firefighters obtain state certification as Firefighter 2 (FF2).

As of July 2001, all new department members, both career and call, are required to attain a State Certification, but Firefighter 1 (FF1) has since been eliminated by the state as a category. Some career members have not advanced to FF2 yet, but we continue to support all department members in their attainment of FF2.

	STATE FFI					STATE FF2					HAZMAT OPERATIONS				
	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
DIVISION CAREER*	63%	56%	18%	22%	69%	23%	28%	40%	42%	50%	100%	100%	97%	100%	97%
CALL DEPARTMENT	46%	43%	38%	48%	44%	1%	1%	18%	18%	31%	27%	27%	74%	74%	74%

	STATE INSTRUCTOR					FIRE OFFICER	
	FY04	FY05	FY06	FY07	FY08	FY07	FY08
DIVISION CAREER*	12%	12%	17%	29%	35%	8%	12%
CALL DEPARTMENT	1%	1%	17%	12%	12%	0%	0%

The career firefighters without FF1 or FF2 are all 20 plus year department veterans.

Starting in FY07, Saco is supporting the Fire Officer 1+2 state training program to promote officer education and career development.

B) All career firefighters maintain, and all call department members are encouraged to attain and maintain, emergency medical licenses.

EMT BASIC

EMT INTERMEDIATE

EMT PARAMEDIC

	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08	FY04	FY05	FY06	FY07	FY08
DIVISION CAREER*	33%	33%	32%	28%	31%	26%	26%	24%	28%	23%	41%	41%	43%	43%	48%
CALL DEPARTMENT	19%	19%	20%	15%	.06%	14%	14%	1%	9%	.08%	0%	0%	1%	6%	.06%

*Currently 100% of the career force is state licensed at some level in emergency medical training.

C) The department as a whole complies with new requirements for firefighter and emergency medical services, safely incorporating new technologies and methodologies. Saco Fire Department meets all new state mandates and strives to train all members in new technologies.

FY04: Qualified all career and many call members in low angle rope rescue and firefighter self-rescue.

FY05: Acquired a fully equipped rope rescue vehicle with ice rescue capabilities and began training on this.

FY06: 48 firefighters certified in Rapid Intervention, and 38 members attended AVOC ambulance ops training.

FY07: 28 members of the career force and 4 of the call force were certified in Pre hospital Trauma Life Support.

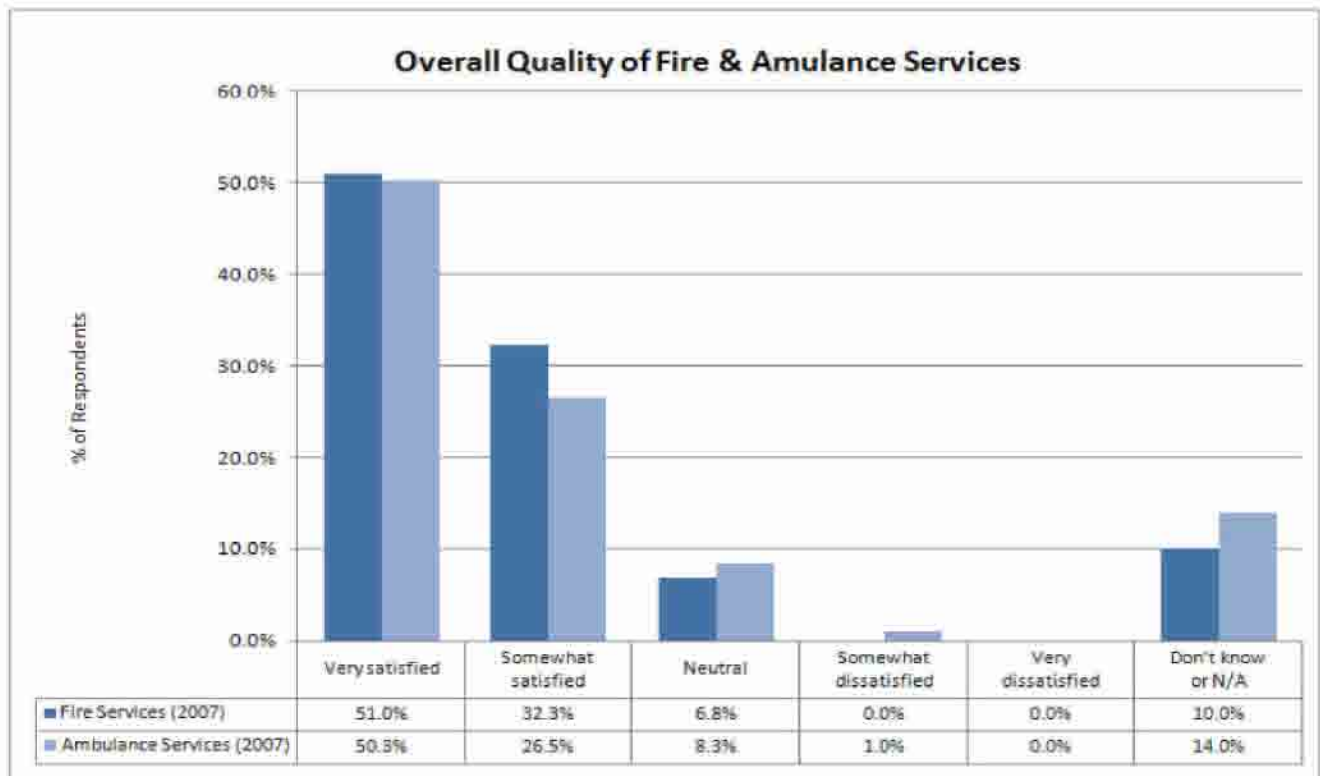
FY08: 40 firefighters were certified as ice rescue technicians or operations; 10 firefighters were trained in advanced cardiovascular life support and pediatric advanced life support.

GOAL 3) To reduce loss of life and property through code compliance for buildings under construction, fire safety inspections for existing buildings, and public fire education specifically targeting nationally recognized age groups of the young and elderly (as possible).

PERFORMANCE DATA: Provide annually: 100% of K-5 students with annual fire prevention training; and inspect all new and 80% of all other active businesses, prioritizing those where the public congregate.

	TRAINING	OCCUPANCY AND OTHER INSPECTIONS	BUSINESS INSPECTIONS
FY04	1315	25	250
FY05	800+	30	230
FY06	955	100	211
FY07	1350		244
FY08	1770	80	242

CITIZEN INPUT/SURVEY: The Fire Department (Fire and EMS) rated strongly positive in FY07 for service delivery by citizens surveyed, with mean ratings of 4.49 (Fire) and 4.47 (EMS) on a scale of 1 to 5 where 1 means “very dissatisfied” and 5 mean “very satisfied,” with older and long time residents the most satisfied. Fire and EMS were surveyed as one category in FY04 and FY05 and had similar mean ratings (4.51) to FY07.



Police Department

Brad Paul, Police Chief

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(207) 282-8214



Mission Statement: *With dedication, pride and commitment, we serve in partnership with our citizens to provide a safer, healthier and peaceful environment.*

SCOPE OF OPERATIONS:

FISCAL YEAR	TOTAL CALLS FOR SERVICE	TRAFFIC CALLS	ALL OTHER CALLS	CALLS PER PATROL OFFICER (24)
FY 2004	24,499	11,025	13,474	1,021
FY 2005	24,570	8,600	15,970	1,024
FY 2006	24,672	8,635	16,037	1,028
FY 2007	25,165	8,808	16,357	1,049
FY 2008	25,415	5,869 *	19,546	1,059

The shift downward of traffic call volume was noted as due to an increase in all other calls, and less grant funding available for traffic issues.

USE OF RESOURCES: 34 full time sworn officers (starting in FY05, added a full time regional drug enforcement position whose work is primarily outside of the city), 3 support staff and 9 dispatchers, and added 1 manager in FY08 versus prior years.

According to US Department of Justice data, a New England city of Saco's size can be expected to have a total Police Department staff of about 37 (Ammons, p 300), not including Dispatch personnel.

Law Enforcement Staffing Levels in US Cities, 1998

FULL TIME LAW ENFORCEMENT EMPLOYEES AND OFFICERS PER 1,000 INHABITANTS BY POPULATION CLUSTER:

REGION	ALL CITIES		10,000—24,999	
	EMPLOYEES	OFFICERS	EMPLOYEES	OFFICERS
ALL CITIES	3.1	2.4	2.4	1.9
NORTHEAST	3.5	2.8	2.1	1.8
NEW ENGLAND	2.7	2.2	2.2	1.9
SACO (FY 08)	—	—	2.14 *	1.96

** does not include Dispatch, as comparative data does not.*

Ammons, D.N. (2001). Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd ed.). Sage Publications

The Police Department utilized: ☐ 6.34% of the FY04; ☐ 6.06% of the FY05; ☐ 7.95%* of the FY06; ☐ 8.61%* of the FY07 ☐ 9.30%* of the FY08 city services budget.

Here are two ways to consider this cost to citizens:

YEAR	PER CAPITA COST TO CITIZENS	YEAR	TAX BILL BASED ON AVERAGE HOME VALUE OF \$230,000	PORTION OF TAX BILL TO FUND POLICE DEPARTMENT
FY04	\$140.35*	FY04		
FY05	\$146.73*	FY05	\$2,385	\$144.53
FY06	\$194.88*	FY06	\$2,981	\$236.99
FY07	\$211.05*	FY07	\$2,928	\$252.10
FY08	\$228.05*	FY08	3,064	\$285.03

• *this figure now includes employee benefits.*

The impact of the Police Departments mission and three service delivery goals heavily influence the city's strategic goal of ensuring public safety.

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) To make our community safer by increasing compliance with posted speed limits through the thoughtful and creative allocation of sufficient resources.

The majority of police calls involve traffic stops, thus the department works to address this issue with a specific program geared to re-educating drivers to obey speed limits through deterrence, including before-and-after assessments conducted with the aid of an automated traffic recorder to accurately tabulate traffic speed and peak usage times..

PERFORMANCE DATA: To reduce speeding violations in a targeted neighborhood by 20% following the implementation of a remediation effort.

FISCAL YEAR	LOCATION	PRE-STEP COMPLIANCE	POST-STEP COMPLIANCE	CHANGE IN PERCENTAGE
05	FRANKLIN STREET	43%	56%	13%
05	JENKINS ROAD	60%	67%	7%
05	FERRY ROAD	91%	91%	NO CHANGE
05	MAPLE STREET	30%	25%	-5%
06	MAPLE STREET	29.3%	41.5%	12.2%
06	CUMBERLAND AVE	N/A	N/A	N/A
07	WATER STREET	72%	82%	10%
FY08	NORTH STREET	58.3%	46.2%	12.1%
08	WATER STREET	32.6%	17.8%	14.8%
08	FRANKLIN ST	39.1%	30.0%	9.1%
08	BEACH STREET	5.69%	5.66%	.03%

Results show that a multi-faceted approach to speed reduction; enforcement, publicity and education, achieve some measurable results but the target of a 20% increase in compliance has never been achieved.

>>>> Data from Police Department records. FY06 data for Cumberland Ave effort was lost when the automated traffic recorder failed.

GOAL 2) To reduce the amount of time between the initial report of an incident of domestic violence and the arrival of officers on-scene to provide intervention and support to victims.

Rapid police response to domestic violence incidents can often be a primary factor in keeping victims safe and preventing further injury to victims and family members.

PERFORMANCE DATA: To arrive at the scene of a reported domestic disturbance within five minutes at least 80% of the time.

REPORTING PERIOD	# COMPLAINTS	#RESPONDED <5 MIN.	% MEETING GOAL	AVERAGE RESPONSE TIME IN MINUTES
CY 04	121	79	65%	5.23
CY 05	113	90	80%	3.40
FY 06	123	95	77.2%	3.30
FY 07	212	132	62%	4.64
FY 08	218	174	79.8%	2.89

>>>>Data

from dispatch software. Note shift from calendar year to fiscal year reporting.

Actual results for FY08 are just short of the goal; influencing this is the volume of such calls, which continue to increase response time still falls within the target.

PERFORMANCE DATA: Officers achieve and maintain an average of at least one positive community contact per week during the year.

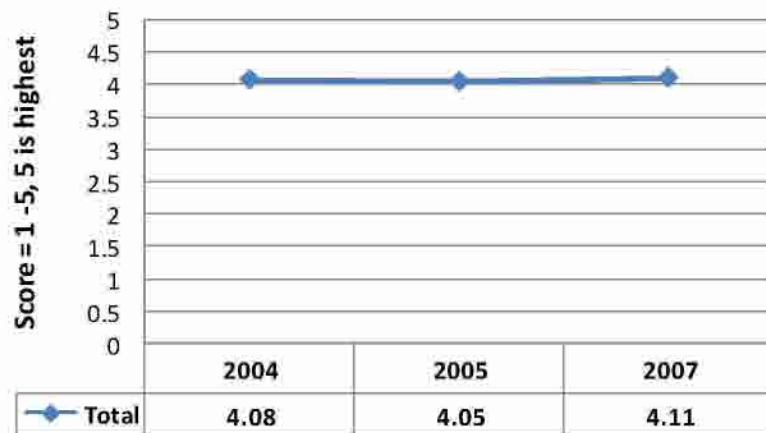
GOAL 3) To improve officer/citizen relationships by increasing the number of non-enforcement contacts between uniformed officers and citizens.

REPORT OF POSITIVE COMMUNITY CONTACTS

REPORTING PERIOD	TOTAL CONTACTS	CONTACTS PER OFFICER	WEEKLY AVERAGE PER OFFICER
CY 04	921	41.8	0.81
CY 05	571	25.9	0.49
FY 06	816	37.09	0.71
FY 07	822	37.36	0.72
FY08	1725	78.4	1.5

>>>>>Data from police department records. Note shift from calendar year to fiscal year reporting

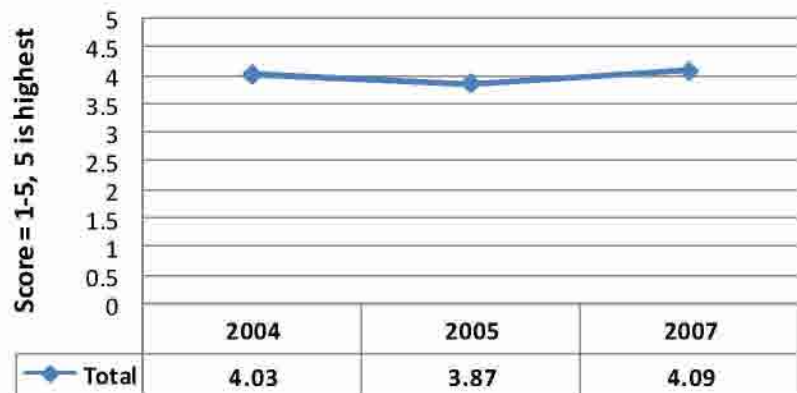
The City's Overall Efforts to Prevent Crime



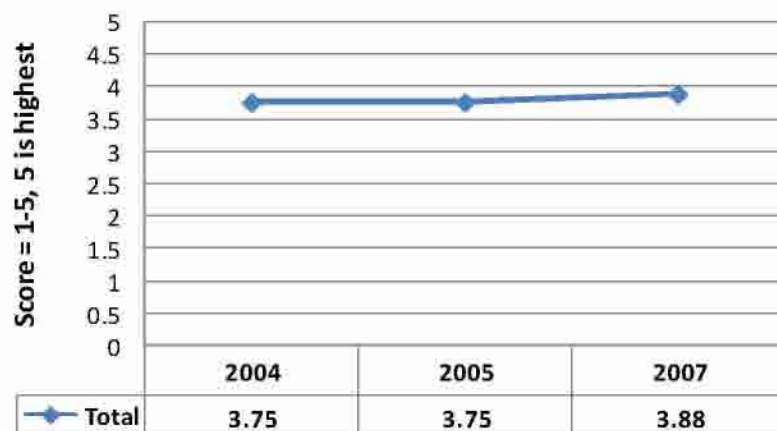
CITIZEN SURVEY: The Police Department continued to rate positively overall for service delivery in FY07, especially among residents 55 and older, and women.

When asked about interacting with the Saco Police Department in FY07, over 85% of citizens responded that they would feel “very comfortable” or “somewhat comfortable,” regardless of respondents’ demographics. This is similar to prior survey results and echoes citizens ongoing reported feelings of safety within the City.

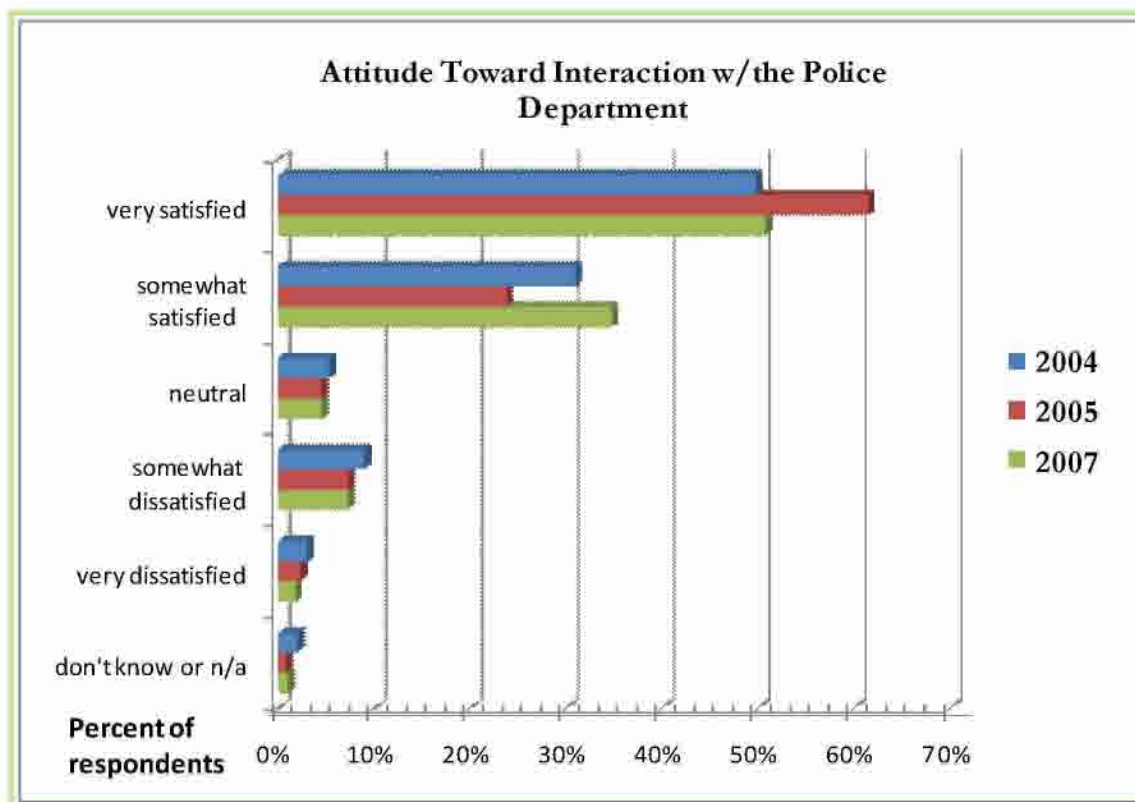
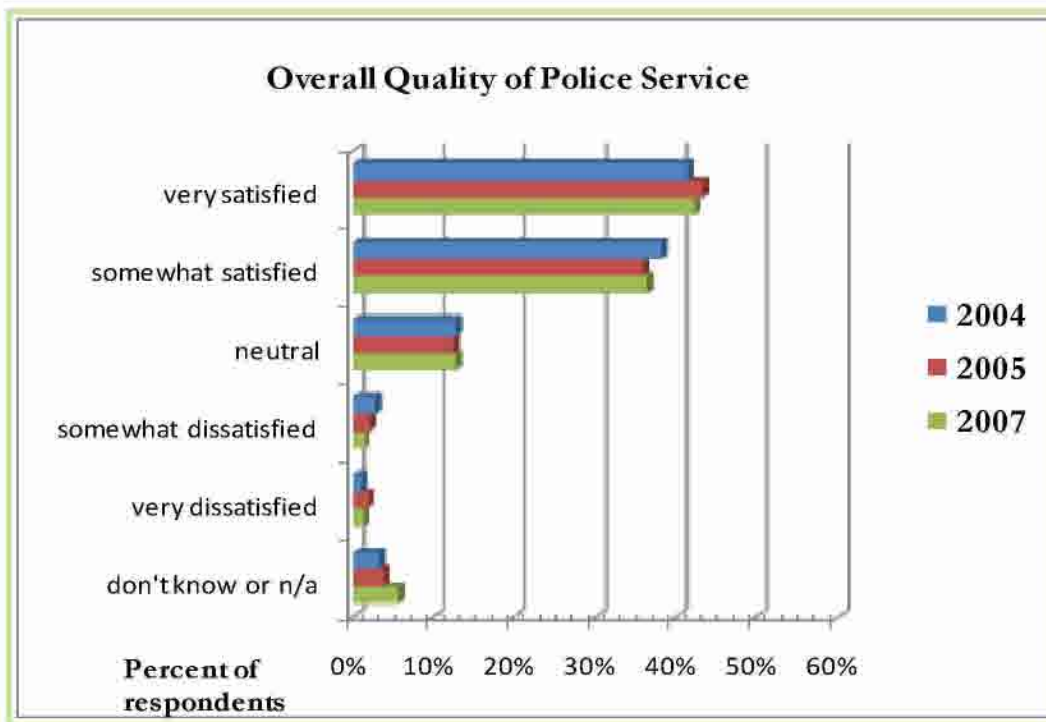
Neighborhood Policing, including Domestic Violence Prevention



The Enforcement of Local Traffic Laws



FY07 survey results continue to indicate citizens are less satisfied with traffic enforcement than with other areas of police performance, especially among residents aged 18-54. The ratings of “Neighborhood Policing, including domestic violence prevention” was influenced by a high percent of respondents who answered “don't know.”



Wastewater Treatment Plant

Mission Statement: The City of Saco Wastewater Treatment Plant will provide our customers with high quality wastewater services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We will do this with a productive and talented work force, while always striving for excellence.

Howard Carter, Director

hcarter@sacomaine.org

(207) 282-3564

SCOPE OF OPERATIONS:

- Licensed to process up to 4.2 million gallons of wastewater per day (MGD).

In FY08, the plant had an actual average daily flow of approximately 2.27 million gallons of wastewater it treated, which was comprised of wastewater from residential and commercial sewers, from industrial sources, and from storm-water flow.

YEAR	FY04	FY05	FY06	FY07	FY08
AVE DAILY FLOW	2.0 MILLION GAL.	2.6 MILLION GAL.	2.52 MILLION GAL.	2.29 MILLION GAL.	2.27 MILLION GAL.

- Maintain 29 pumping stations throughout the city (sewer lines are maintained by Public Works), as well as the workings at the Plant itself, including a computerized system for monitoring a continuous flow process of aeration, settling, and then finally the disinfection of the remaining solids (known as sludge), which is then composted for beneficial reuse.
- Billing of system users (collected by Finance).

Use of Resources:

11 full time employees.

Nearby cities of similar size, Biddeford and Scarborough (with no Combined Sewer Overflow System), employ 15 and 13 staff at their Wastewater Treatment Plants, respectively. Biddeford has an average flow of approximately 3.5 MGD, and Scarborough has an average flow of approximately 1.8 MGD.

The Wastewater Treatment Plant does not utilize any tax base dollars to perform their duties. Rather, user fees adequately support operations of the facility.

The impact of the Wastewater Treatment Plant's mission and three service delivery goals heavily influence on the city's strategic goals of Meeting New Environmental Regulation Challenges, and Infrastructure

DEPARTMENT SERVICE DELIVERY GOALS AND PERFORMANCE DATA:

GOAL 1) To protect the waterways of Saco through the effective and reliable operation and maintenance of the wastewater collection and treatment systems. We will manage our resources and assets in an environmentally responsible manner, while maintaining regulatory requirements and mandates.

*The operation of the Wastewater Treatment Plant is fundamental for ensuring the ongoing environmental health of the City of Saco, and its operations are subject to a variety of local, state and federal regulations. The following awards have been received by the Saco Wastewater Treatment Plant for their efforts: *US EPA 2000 National first place award for Combined Sewer Overflow (CSO) control program excellence *US EPA Region 1 2002 Operations and Maintenance Excellence Award; * State of Maine DEP 2008 Certificate of Achievement for energy efficiency efforts.*

PERFORMANCE DATA: To meet all Federal, State and Local environmental regulations, while minimizing inflow and infiltration into the combined wastewater collection system thus increasing capacity for growth. This can be measured by (a) the number of times there are CSO's (Combined Sewer Overflows) into the Saco River and the severity of each occurrence; and (b) the number of monthly permit violations that occur within a year.. The chart following details permit violations and CSO events of the four last years.

>>>>Data that follows is from department records maintained for state and federal reporting.

(A) CSO occurs when the collection system for wastewater is overwhelmed with wastewater coming in, for instance during a significant rainstorm, such that overflow occurs and, instead of passing through the treatment system, wastewater passes directly into the Saco River. If the collection system is well maintained and has adequate capacity versus demand, these occurrences should be infrequent and minor in terms of volume passing untreated.

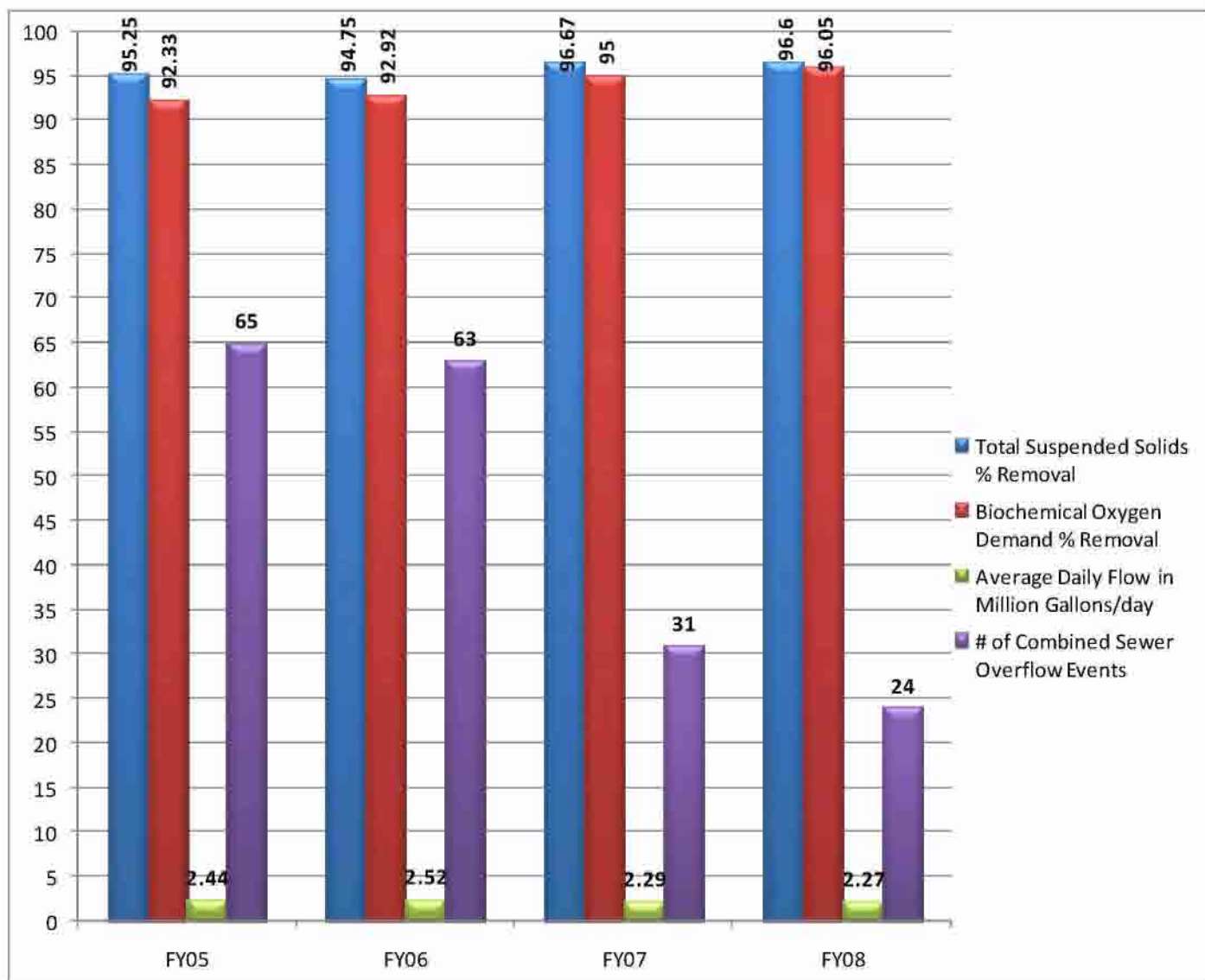
(B) A permit violation occurs when the quality of treated water as it leaves the system is substandard in any of several ways – the treated water has: a high level of total suspended solids (TSS), settleable solids (SS) or of biological oxygen demand (BOD); traces of fecal matter remaining; and/or improper PH levels (how acidic versus how alkaline it is).

TSS or SS remaining in treated water is harmful to other living creatures, and a high BOD means that the treated water does not have enough oxygen to support life. “Most cities that routinely report BOD and TSS removal indicate high percentages removed – often well above 90%.” (Ammons, p 454) Similarly, remaining fecal matter and improper PH levels of treated water essentially means output water is still polluted.

Ammons, D.N. (2001). Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd ed.). Sage Publications.

Fiscal Year	Violation Month	VIOLATION DATA BY YEAR	
		Violation Qty	Violation Type
FY04	August	3	Fecal
	October	1	Fecal
	January	1	Chlorine
	April	2	SS
FY05	October	1	Fecal
	December	1	Fecal
	March	1	Fecal
	April	1	BOD
	April	1	TSS
	April	1	SS
FY06	May	1	TSS
	May	1	SS
FY07	None	None	None
FY08	None	None	None

COMPARING AVERAGE DAILY FLOW WITH REMOVAL AND VIOLATIONS BY YEAR:



The ongoing plan establishing fixed benchmarks for performance and setting targets for the future is to continue to balance cost effective improvements to the system alongside appropriate capacity upgrades with a goal of no permit violations, but no defined target for CSO events. Setting targets for CSO events, such as “no more than 3 per month” or “no more than 1 per month of reportable severity,” continues to be a challenge for the Wastewater Treatment Plant staff because such incidences are primarily weather driven and the system has an existing capacity that can be exceeded in unusual circumstances. It isn’t cost effective to upgrade the system to anticipate all such possibilities, and it also is possible to overbuild a system resulting in negative environmental consequences.

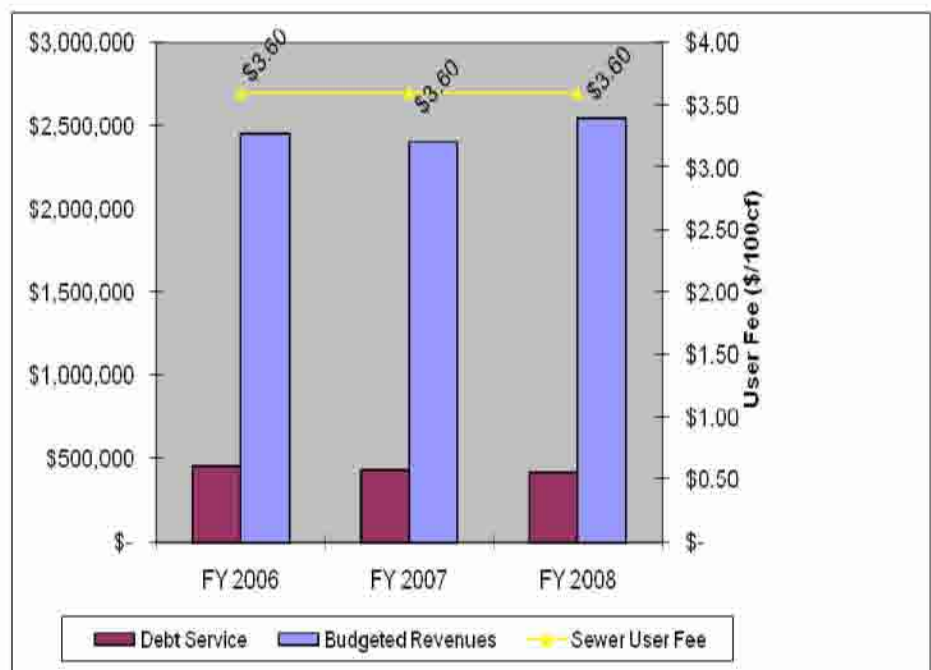
GOAL 2) We will perform all services in a financially sound and responsible manner with sufficient resources to properly operate and fully maintain the wastewater system. We will continue to be guided by cost-of-service principles with regards to our rates, fees and charges, as we rely on user fees for funding operations. We are committed to continuous improvements in all of our services and will provide high value to our customers.

To maintain the system optimally and affordably, the staff must balance managing costs to users with providing the best possible service, keeping the system operational and efficient, and maintaining the infrastructure.

PERFORMANCE DATA:

To maintain a fair and stable fee structure while minimizing debt service and minimizing infrastructure deterioration. This is measured by managing user fees and debt service such that debt service does not exceed 25% of budgeted revenues (collections from user fees). The idea is to manage fees fairly for users, while also maintaining adequate investment in operations and the infrastructure of the plant to maintain the system for the long term.

>>>>Data from Finance audited reports.



A rate increase in FY04 for users for the first time in 7 years was then adjusted down for FY05, and then held for FY06, FY07, and FY08 with ongoing facility improvements .

GOAL 3) We will seek innovation and creativity in accomplishing our mission and enhancing our services.

Through improvements in technology and processes, operation of the Wastewater Treatment Plant can be optimized in order to meet the growing demand from users.

The State of Maine Department of Environmental Protection Certificate of Achievement FY2008 award (a copy appears after this report as Appendix B) highlights the innovative efforts implemented by the Wastewater Treatment Plant staff at the facility, such as:

- Use of wind power;
- Use of solar power
- Installation of energy efficient equipment
- Plans for use of geothermal heating

PERFORMANCE DATA: Identification of new technologies and processes that will allow for better performance and to keep up with the growth within the city, while maintaining a stable and consistent workforce. This can be measured by tracking the number of users on the wastewater system versus the number of full time equivalent employees.

TRACKING WWTP SYSTEM USERS COMPARED TO STAFFING LEVELS						
	QUARTERLY	MONTHLY	SEASONAL	FLAT RATE	TOTAL	FULL TIME
YEAR	USERS	USERS	USERS	USERS	USERS	EMPLOYEES
FY04	3,792	227	150	141	4,310	11
FY05	3,820	229	148	141	4,338	11
FY06	4,014	232	148	145	4,539	11
FY07	4,029	233	147	146	4,555	11
FY08	4,118	236	145	151	4,650	11

>>>>Data from department records.

CITIZEN INPUT/SURVEY: Citizens surveyed in prior years rated the Wastewater Treatment Plant as follows: On the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.”

YEAR	FY04	FY05	FY07
MEAN RATING	4.01	4.21	4.11

School Department

Our vision statement, "Home, School and Community, A Collaborative Adventure in Life-Long Learning," guides the efforts of the Saco School Community. We are firmly committed to making this vision a reality for all our wonderful students.

Superintendent's Statement ***Michael L. Lafortune***

The 2008-2009 school year has certainly been very hectic as we blend into our new Regional School Unit (RSU). We sincerely thank the Saco, Old Orchard Beach, and Dayton School Boards for their outstanding efforts on behalf of our students.

With passage of the RSU vote in all communities, we begin the arduous task of creating a new school system with a new RSU Board of Directors. Representatives include the following:

Mr. Skip Cushman (Dayton); Mr. Gary Curtis (OOB); Mr. Jim Boisvert (OOB); Ms. Beth Johnston (Saco); Mr. David Galli – Chair (Saco); Mr. Daniel Cabral – Vice Chair (Saco); Mrs. Lorraine Whelan (Saco)

Although the task is arduous, we look forward to this work with enthusiasm and optimism. It goes without saying, with diminishing State revenues for education, we must look for more efficient ways to deliver services. Failure to do so will mean student programming reductions.

During the summer of 2009 we will begin this long and anticipated change. Initial cost savings may be limited, but I believe one has to look forward several years and examine sustainability.

Already, with the new RSU #23 proposed budget, we are seeing increased programming opportunities for students in Dayton with all day Kindergarten and gifted/talented services. Gifted/talented for Old Orchard Beach will also be implemented. Technology opportunities are being expanded at several settings throughout the RSU.

We march into the 2009-2010 school year knowing that if we continue to put our students' needs first, while being responsible to our citizens, RSU #23 will be successful.

We thank our staff, our volunteers, and the community for their unwavering support of our education program.

Best Regards,

Michael L. Lafortune

Superintendent of Schools

Dyer Library/Saco Museum

The trustees, staff and volunteers of the Dyer Library/Saco Museum are pleased to present our annual report for the year ending December 31, 2008. Dyer Library/Saco Museum is a remarkable asset and resource for the citizens of Saco, consisting of the public library, Saco Museum and Maine History Room. As a non-profit, community, public benefit corporation, Dyer Library/Saco Museum, the cultural center of southern Maine, delivers education, recreation, information and history services, with partial funding from the City of Saco and the remainder raised from annual fund donations, corporate sponsorships, grants and program income.



Saco Museum

During the past year the library has continued to show growth and significant progress in meeting the information needs of the community. Circulation reached a new high: 140,816 books, CDs, DVDs, audios and periodicals were checked out, an increase of 14% in just one year. Library visitation rose to just over 200,000 visits. Many Saco citizens, especially children, continue to use the library as their sole means of access to the Internet with 19,259 computer sessions this year. Numbers for children's programs were also amazing: over 13,000 attendees at the 500 programs that our librarians offered. This number reflects the Dyer Library's focus on collaboration with local schools so that as many school children as possible are familiar and comfortable with visiting here.

Thanks to a donation from the Chisholm family, new carpeting was installed in the front area of the library. Another generous donation from David and Deborah Bedard Ward a little over a year ago made it possible for us to convert two large closets into a "book nook" for our juvenile book collection. This freed up shelf space in the children's room, and the result is that both these collections grew exponentially. A further generous donation has made it possible for the young adult area to evolve from a small collection of mostly aging paperbacks into a dynamic resource of up-to-date fiction and non-fiction for teen readers.

The public library remains one of the most cost effective of government services. It has been recently estimated that a family of four that regularly uses a public library saves an average of at least \$500 a month over the cost of purchasing such services. The value to local citizens is even greater since, with **One Card. Two Doors**, Saco citizens get free admission to the Saco Museum with their Dyer Library patron card.

The Saco Museum has enjoyed year of great exhibitions, programs, and changes. 2008 began with two exhibitions that gave voice to under-represented groups in our community. *The Wild and Ordinary Faces of Transition and Wonder* featured art masks made by at-risk youth in the cities on the Saco through a program spearheaded by VSA Arts Maine, and *In the Shadow of Intolerance* displayed photos from the Civil Rights era from a local private collection. In the spring, *Mary Bean: The Factory Girl or the Victim of Seduction* was the culmination of a year-long collaboration with students at the University of New England. This remarkable exhibition explored the social, political, and economic implications of the death of a factory worker in Saco in 1850.

Maine Folk Art and *A Seamstress's Art: Dolls by Mary Ellen Roberge* comprised the Saco Museum's contribution to the Maine Folk Art Trail, a statewide initiative that brought national attention to the Saco Museum. *A Seamstress's Art* was the first exhibition to benefit from the beautiful new carpeting in the Main Gallery, donated by Mr. and Mrs Robert Tkacik , Ms. Martha Taylor and Devoe Floor to Ceiling, and installed in June. The annual exhibition of the Oil Pastel Society of Maine and *First Impressions: New Work by Peregrine Press Artists* filled the autumn schedule, showcasing the work of local artists. And the year ended with *Deck the Halls*, our fourth annual Festival of Trees, which was made possible thanks to 86 sponsors! Thank you! Nearly 4,000 people attended the Festival and its related programming, many of them echoing the sentiments of one visitor who exclaimed that the Festival of Trees "gets better every year!"

Programs and Activities for all ages took place at the Saco Museum throughout the year, with a unique dramatic presentation of the Mary Bean scandal, special tours of the Folk Art exhibition, and a heart-warming reception for the Mary Ellen Roberge exhibition providing highlights for the spring and summer. In the fall, we welcomed students from Thornton Academy for a special printmaking demonstration in conjunction with the *First Impressions* exhibition, and in December we had record attendance for many of our Festival of Trees events: the tree-lighting ceremony brought almost 200 people to opening night! Finally, late in the year, Camille Smalley was hired as Program/Education Manager, and since joining the staff she has already trebled the number and quality of programs we offer to our community.

One bittersweet change in 2008 was the departure of much-loved Museum and Deputy Director, Andrea Cochrane, who left in June to serve a year with Americorps in Louisiana. Jessica Skwire Routhier joined the staff as the new Museum Director in September, bringing energy and a fresh vision to the museum and the community.

The combined institutions of the Dyer Library and Saco Museum continue to be a valuable cultural asset, helping to create a strong sense of local community that is attractive to business leaders, citizens and visitors. Serving the lifelong learning needs of residents in such a comprehensive fashion, the Dyer Library and Saco Museum help ensure Saco's vibrant future development.

John Morrill Read
President, Board of Trustees

Leslie Rounds
Executive Director

A Message from the Conservation Commission

The Saco Conservation Commission meets to discuss the issues that could have a detrimental impact on the natural environment within the boundaries of the City of Saco. The Commission continues to work with the Planning Board on the protection and utilization of environmentally sensitive areas.

The Commission works with the Department of Public Works on the Hazardous Waste collection. Scarborough, Biddeford and Saco each have a different date with Old Orchard Beach able to attend any one of them with proper identification. The collections have diminished in amounts, since there are three community collections each year residents have become more aware of toxins that reside in their homes and look forward to the collections. Observers from each of the communities are present at each of the collections.

There were three Commission sponsored Scholarships to the Bryant Pond Conservation School. This is a very good opportunity for children to be immersed in the out-of-doors where they taught to be more aware of how important it is to enjoy but also to have a deep respect for the beauty that surrounds them. They also make new friends and have fun in the process.

The recipient of the 2008 Paul Jansen Award for Outstanding Achievement was Ed Gardner a Conservation member that has a Conservationist most of his life in other states as well as in Maine. Ed has been a hard working member in many facets of the programs that we have worked on over the years. He has been a big supporter in the use of CFL bulbs to help promote less energy usage. He offers much in information based on many years of being a staunch supporter of conserving our natural resources and keeping our environment clean. A big thank you to Ed Gardner.

The Loosestrife/*Galerucella* beetle program in which we partner with U. S. Fish and Wildlife and has been very successful for the Commission. The beetles are eating their way through the loosestrife causing it to disappear from the areas where they are distributed. The two sites along the Industrial Park Road have been reduced to very little and beetles are still being introduced to those areas. A site along the river is beginning to show signs of being eliminated. More sites are expected to be added to the release areas. We are very happy with the success of this program.

***Our thanks to the Mayor, City Council, City Administrator,
Planning Board, and the Department of Public Works
For their continued assistance in so many of our programs.***



A message from the

Eastern Trail Alliance

Maine Department of Transportation rewarded Saco's for its successful \$500,000 Eastern Trail bond, passed in 2007 with 63% support. This year, MaineDOT provided a \$1,200,000 grant to fully fund Eastern Trail (ET) construction from Thornton Academy to Old Orchard. Many thanks to MaineDOT, to Saco's Council and Saco's voters for their bond support.

The City of Saco awarded the trail design contract to DeLuca Hoffman. Trail design is well underway with no major surprises. MaineDOT also provided additional design funds to continue the design all the way from Thornton Academy to the southern end of the current off-road Eastern Trail in Old Orchard Beach. Once opened, ET users will be able to travel off-road from behind TA all the way across Scarborough Marsh, more than eight miles one-way.

And, once the Saco-OOB section is open, a spur sidewalk can be added from near Saco Inn & Suites to reach Saco's many Rt. 1 recreation facilities. Crossing Goosefare Brook, a previously formidable challenge will be provided by the off-road ET that follows the old railroad corridor.

In addition to the Saco-OOB project, funds allocated by Maine Department of Transportation, a 2005 Congressional Earmark, and a 2009 Economic Stimulus grant of \$1,100,000 have fully funded ET construction from Southern Maine Medical Center in Biddeford to Rt. 35 in west Kennebunk. Parking lots at SMMC and at the Kennebunk Elementary School will encourage major events on this 6.2-mile, metric 10K, section of the ET. (The world famous Beach-to-Beacon is a metric 10K.)

We hope you've been enjoying the highly praised section opened in 2008 extending the Scarborough section into Old Orchard Beach. That 1.6-mile section was opened on July 1 with television stations, local reporters and a magazine reporter from Lake Michigan attending. A four-page story about the East Coast Greenway, but mostly about the Eastern Trail, was published in Lake Michigan's *Shore* magazine. Can you imagine Maine's *Down East* magazine promoting a Michigan trail? The ET is really on the national map. Eastern Trail Alliance will have a few reprints of the *Shore* magazine story to share with supporters.



Eastern Trail, OOB-Scarborough
Section - Opened 1 July 2008

Eastern Trail Alliance members owe great thanks to Saco's elected officials, to its great city staff and to its residents. With Saco's continued support we will connect Saco with Casco Bay and with Strawberry Banke in Portsmouth by this off-road greenway.

With sincere appreciation,

John Andrews, President, Eastern Trail Alliance

J.Andrews@GWL.Net

282-1979

www.EasternTrail.org



Senator **BARRY HOBBS**

22 Glenhaven Circle
Saco, Maine 04072
(207) 282-5985

3 State House Station
Augusta, Maine 04333
(207) 287-1515

Dear Friend,

Thank you for the continued support as your State Senator. I appreciate the opportunity to serve and represent our district, state, and importantly, you. Please know that I will continue to work hard for what is best for our community.

The road ahead is certain to have many turns and bumps along the way. Just as it was last year, this legislative session has some significant challenges – some old, some new – facing our state. It is important that we address each issue with optimism and seek to turn that challenge into an opportunity for the people of Maine. I also look forward to working closely with our local officials to ensure we head in a direction that is best for our state and community.

I want to remind you about the Maine Property Tax and Rent Refund Program, otherwise known as “Circuit Breaker.” In 2007, the City of Saco had 1,364 residents apply and qualify for the tax relief program. As a result, a total of \$739,015 was refunded, for an average of \$542 in tax relief to each qualified Saco resident. Please feel free to contact my office for an application. If eligible you may receive up to \$2,000 so it may be worth your while.

To stay up to date on programs like the “Circuit Breaker” or happenings at the State House, go online and sign up for email alerts at: www.mainesenate.org/hobbins.

Throughout this session, I welcome your opinion and feedback as the Legislature does its work. I can be reached by phone locally at (207) 282-5985, or the State House, (207) 287-1515. If you prefer to write, please send to 22 Glenhaven Circle, Saco, Maine 04072, or 3 State House Station, Augusta, Maine 04333. Electronically, you may send an email to SenBarry.Hobbins@legislature.maine.gov.

Sincerely,

Senator Barry Hobbins

Proudly Serving part of Biddeford, and the Communities of Buxton, Dayton, Old Orchard Beach, and Saco



CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES

CONGRESSWOMAN
CHELIE PINGREE

1ST DISTRICT
MAINE

Dear Friends,

As Maine's newest member of Congress, I'd like to extend my warmest greetings and my heartfelt appreciation for giving me the opportunity to represent you in Washington.

These are challenging times for our state and the nation: we are facing a deep economic recession, a global credit crisis, a continued dependence on imported oil and a health care system that is increasingly out of reach for more and more Maine families.

Despite these enormous challenges, we also have some tremendous opportunities, and I know that our ingenuity, creativity and hard work will allow us to meet these challenges.

I want you to know that I am working every day to help get our economy back on track, fix our broken health care system and promote the development of a clean energy economy that will provide good paying, sustainable jobs in Maine for generations to come.

Just six weeks after I was sworn in, we passed and President Obama signed the American Recovery and Reinvestment Act. Already, the effects of this economic recovery plan have been felt in Maine. For example, Maine is getting nearly \$70 million to help families weatherize their homes and help business become more energy efficient, reducing the average energy bill by over \$350. Local school districts are getting over \$100 million in direct aid to preserve teaching jobs and invest in education technology. Maine's bridges, roads and town water systems are in line to get \$175 million in assistance, putting people back to work and bringing critically needed improvements to our infrastructure.

And starting April 1st, nearly every Maine worker started to see the effects of the Making Work Pay tax cut which puts an extra \$400 in the pockets of nearly half a million people in Maine.

The stimulus package was just one part of what must be a comprehensive response to the challenges we face. Reforming our health care system so everyone has access to quality, affordable health care is an essential part of our economic recovery. And significant investment in renewable energy technology can help make Maine a leader in this growing industry.

1037 LONGWORTH BUILDING
WASHINGTON, DC 20515
202-225-6116
202-225-5590 FAX



57 EXCHANGE STREET
SUITE 302
PORTLAND, ME 04101
207-774-5019
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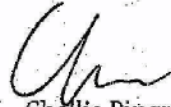
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Working together, I know we can meet the challenges we face and get our country back on track.

I was elected to Congress to serve the people of the First District. If there is ever anything I can do to help you, please feel free to call my office at 774-5019 or visit my website at www.pingree.house.gov.

Looking forward to seeing you in Maine soon.

Sincerely,



Chellie Pingree
Member of Congress

OLYMPIA J. SNOWE
MAINE
154 RUSSELL SENATE OFFICE BUILDING
(202) 224-6344
Web Site: <http://snowe.senate.gov>
DEPUTY WHIP

United States Senate

WASHINGTON, DC 20510-1903

January 16, 2009

COMMITTEES:
COMMERCE, SCIENCE, AND
TRANSPORTATION

OCEANS, ATMOSPHERE, FISHERIES AND
COAST GUARD SUBCOMMITTEE

FINANCE

INTELLIGENCE

RANKING MEMBER, SMALL BUSINESS

FEB 23 2009

Dear Friends:

I want to thank you for the opportunity to offer warm greetings to the City of Saco as we begin this New Year. As a nation, as a state, and as many individual towns and cities, we face historic challenges together. At this time when we consider where we have been, and most especially the year to come, I appreciate this opportunity to share with you my thoughts on some of my goals and priorities for 2009.

Indisputably, our economy is the foremost challenge facing us today. We are confronted by both an economic crisis with a recession that has already lasted for more than a year, and a financial crisis, the magnitude of which has reached monumental proportions. With the economy having contracted 0.5 percent in the third quarter of 2008 alone and the national unemployment rate having surged to nearly a 16 year high of 7.2 percent, there is no question we are in a painful downturn. In Maine, unemployment rose to 6.3 percent in November, and during that month alone, new unemployment claims increased 23 percent from the same period last year, while ongoing and emergency claims were up 74 percent.

That is why I have made recommendations with respect to a critically-needed economic stimulus plan in letters and phone calls to President-elect Obama, Vice President-elect Biden, and Senate Leadership. Specifically, I am urging an extension of unemployment benefits; an increase in federal funding for food stamps given their use is reaching an all-time high; increases in federal funding for the Federal Medical Assistance Percentages as Medicaid remains the second largest component of state budgets; and a substantial investment in infrastructure projects, including water purification and wastewater treatment projects.

Moreover, as Ranking Member of the Senate Committee on Small Business and Entrepreneurship, I have introduced legislation to help restore economic growth by thawing frozen credit markets so that small businesses can continue to be the driving force of our nation's economy. My bill, the *10 Steps to a Main Street Recovery Act*, incorporates ten achievable, commonsense measures that could be implemented immediately.

Additionally, I will continue to champion the New Markets Tax Credit that has had such a tremendous impact here in Maine. For example, Bangor Savings Bank and Coastal Enterprises, Inc. have developed an initiative that utilizes New Market Tax Credits – which provide investments for businesses of all sizes in low-income communities – to fund a loan pool for small- and medium-sized businesses at below market rates. This program has proved so successful that, in addition to recently helping secure the largest New Market Tax Credit allocation of any organization in the entire country, it could become a model nationally on how to bring New Market Tax Credits to small businesses in low-income communities. These efforts to spur capital investment in Maine's business community demonstrate what can be accomplished when local entities work together to support economic development.

AUBURN
TWO GREAT FALLS PLAZA
SUITE 7B
AUBURN, ME 04210
(207) 786-2451

AUGUSTA
40 WESTERN AVENUE, SUITE 409C
AUGUSTA, ME 04330
(207) 622-8252

BANGOR
ONE CUMBERLAND PLACE, SUITE 306
BANGOR, ME 04401
(207) 945-0432

BIDDEFORD
227 MAIN STREET
BIDDEFORD, ME 04006
(207) 282-4144

PORTLAND
3 CANAL PLAZA, SUITE 601
PORTLAND, ME 04101
(207) 874-0883
MAINE RELAY SERVICE
TDD 1-866-3323

PRESQUE ISLE
169 ACADEMY STREET, SUITE 3
PRESQUE ISLE, ME 04769
(207) 764-5124

IN MAINE CALL TOLL-FREE 1-800-432-1599

PRINTED ON RECYCLED PAPER

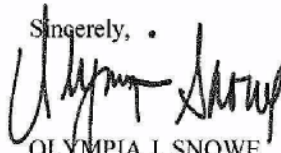
There are, of course, many other issues that require solutions. Affordable housing is scarce in Maine, as funding has been stagnant for many government programs designed to create housing for low-income residents. For a number of years, I have been a cosponsor of a bill to establish a National Affordable Housing Trust Fund, which would be a dedicated funding source for the production, preservation, and rehabilitation of 1.5 million affordable homes in ten years. This past year the bill was signed into law. As a longtime advocate for affordable housing and homelessness issues, I believe that such a fund will be critical and beneficial for Maine and the entire nation, and am pleased that in the Fund's first fully funded year, Maine could receive \$10 million for the development and rehabilitation of housing for those with extremely low incomes. The bill also contains provisions to ensure that communities can mitigate the harmful effects of foreclosures – and, as a result, Maine stands to benefit from \$37.4 million in direct funds for neighborhood stabilization.

There are also steps we can take that can help hard working Maine families save money while decreasing both our dependence on foreign oil and greenhouse gas emissions. One of my continuing goals for this new Congress is to increase funding for the Weatherization Assistance Program (WAP). The WAP is the government's largest residential energy conservation program and provides important assistance to low-income families facing high energy bills. Since the program's inception, more than 5.8 million homes have been weatherized using federal, state, utility, and other monies. Each of these households now has more money to spend on other necessities; in fact, for every dollar spent, WAP returns \$2.72 in energy and non-energy benefits over the life of the weatherized home.

These are but a few of the multiple issues to be addressed in the New Year while we also continue to grapple with such pressing matters as providing increased access to quality health care, and strengthening our nation's homeland security. And, of course, we remember today – and every day – the extraordinary contributions and courage of our brave men and women in uniform in Iraq, Afghanistan, and around the world.

Again, you may be assured I will continue to work tirelessly on behalf of the people of Maine and America and – in so doing – I deeply appreciate the input of all those who share their insights, concerns, and opinions with me. I encourage you to visit my Senate website at www.snowe.senate.gov for additional details on my efforts, to obtain helpful government information, and to share any concerns or legislative input you may have. You may also visit with members of my staff at my Regional Office located at 227 Main Street in Biddeford, or by calling 207-282-4144 or toll free in Maine at 1-800-432-1599.

Sincerely, •



OLYMPIA J. SNOWE
United States Senator

SUSAN M. COLLINS
MAINE

415 DIRKSEN SENATE OFFICE BUILDING
WASHINGTON, DC 20510-1904
(202) 224-2523
(202) 224-2593 (FAX)

COMMITTEES:
HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS,
Ranking Member
ARMED SERVICES
SPECIAL COMMITTEE
ON AGING

United States Senate

WASHINGTON, DC 20510-1904

January 9, 2009

Dear Citizens of Saco:

In 2008, Mainers entrusted me to serve another term in the U.S. Senate. I am deeply honored and pledge to continue to work with my colleagues, both old and new, and with President Obama to forge bipartisan solutions to the economic crisis and the many other challenges facing our nation. I appreciate this opportunity to report on some highlights of my recent work in the U.S. Senate.

The number one priority continues to be to strengthen our struggling economy. We must look at additional ways to get our economy back on track. Last summer, I introduced an economic recovery bill, which included a proposal for \$50 billion in infrastructure funding to create jobs and improve our nation's aging transportation infrastructure. Anyone who drives in Maine recognizes the deteriorating state of many of our roads and bridges. Investing in our infrastructure not only creates jobs but also leaves communities with lasting and needed assets. My proposal also includes \$1 billion in additional funding for the Workforce Investment Act and tax incentives to help small businesses and to encourage energy conservation.

One of the energy provisions of the legislation was signed into law last year. It provides a \$300 tax credit to help individuals purchase clean-burning wood pellet stoves in order to provide an affordable alternative for heating their homes.

Soaring energy prices throughout much of 2008 highlight the critical need for our nation to achieve energy independence. As a nation, we should set a goal of energy independence by the year 2020—an ambitious goal that will require a multi-faceted approach, but one that can be achieved through resolve and commitment. I joined a bipartisan group of 20 Senators that has developed a comprehensive bill to expand production of American energy, promote conservation, and spur the development of alternative sources of energy. To immediately mitigate the effects of high prices, I fought to increase funding for programs that help our seniors and low-income families such as the Low Income Home Energy Assistance Program (LIHEAP) and the Weatherization Assistance Program.

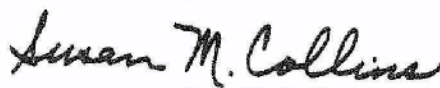
As the Ranking Member of the Senate Homeland Security Committee, I am committed to ensuring that our nation is as safe as possible and that government is prepared to respond to disasters. Maine certainly has had its share of natural disasters during the past year. This year, my homeland security priorities include renewing a port security law that I coauthored and strengthening security at labs containing dangerous pathogens.

Other priorities include supporting the vital work being done at Bath Iron Works, the Portsmouth Naval Shipyard, and other defense-related businesses throughout Maine—all of which are making significant contributions to our national security. We must also continue to improve and expand access to affordable health care—particularly in our rural communities—expand aid for education, protect our environment.

While this is just a brief summary of my recent work in Washington over the past several months, please know that I will continue to work as hard as possible representing Maine in the U.S. Senate. I am grateful for many blessings, including the opportunity to continue representing Saco and Maine in the United States Senate.

If ever I can be of assistance to you, please contact my York County office at 207-283-1101, or visit my website at <http://collins.senate.gov>.

Sincerely,



Susan M. Collins
United States Senator



STATE OF MAINE
HOUSE OF REPRESENTATIVES
CLERK'S OFFICE

2 State House Station
Augusta, Maine 04333-0002

MILLICENT M. MACFARLAND

Clerk of the House
(207) 287-1400

TO: Editor, Annual Report
City of Saco
300 Main St
Saco, Maine 04072-1583

FROM: Millicent M. MacFarland *m.m.*
Clerk of the House

Many municipal annual reports include the category of "Representative to Legislature" at the conclusion of the listing of Municipal Officers.

In the belief you may want to aid citizens to more readily contact their House member, we are hopeful that you will include the following information in the Municipal Officers section:

Representative to the Legislature
(term exp. 12/1/10)

District: 133

State Representative: Hon. Donald E. Pilon
Home Address: 299 Ferry Road
Saco, Maine 04072

Capitol Address:
House of Representatives
2 State House Station
Augusta, ME 04333-0002

Residence: (207) 284-8161
Business: (207) 283-9000
Cell Phone: (207) 590-0507

State House Telephone:
(207) 287-1400 (Voice)
(207) 287-4469 (TTY)

E-Mail: 1st@gwi.net
State House E-Mail:
RepDon.Pilon@legislature.maine.gov

District: 134

State Representative: Hon. Linda M. Valentino
Home Address: P. O. Box 1049
Saco, Maine 04072

Year-Round Toll Free House of
Representatives Message Center
1-800-423-2900

Residence: (207) 282-5227

Maine Legislative Internet Web Site
- <http://www.maine.gov/legis/house>

E-Mail: lvalentino54@yahoo.com
State House E-Mail:
RepLinda.Valentino@legislature.maine.gov

Boards and Commissions

PLANNING BOARD (3 year term)

Neil Shuster, Chair (exp. 2/1/12)
 Donald Girouard, Vice Chair (exp. 1/2/10)
 Roger Johnson (exp. 1/2/10)
 Martin Devlin (exp. 2/1/12)
 Steve Dupuis (exp. 1/2/11)
 Sandra Guay, Esq. (exp. 1/2/10)
 Rene Ittenbach (exp. 12/31/11)

ECONOMIC DEVELOPMENT

COMMISSION (3 year term)

Glen Baker (exp. 4/4/13)
 Jim Breley (exp. 4/4/12)
 Mike Eon (exp. 4/4/12)
 Ron Morton (liason)
 Roch Rodrigue (exp. 4/2/10)
 Robert Quentin (exp. 4/4/12)
 Andrea Moreshead, Chair (exp. 4/2/10)
 Marty Devlin (exp. 12/31/13)

CONSERVATION COMMISSION

(3 Year Term)

Donna Goulding, Chair (exp. 12/31/11)
 Tom Goulding (exp. 6/30/11)
 Peter Browne (exp. 6/30/11)
 Ed Gardner (exp. 6/30/11)
 Peter Anderson (exp. 12/31/11)
 Debi McKenney (exp. 1/1/10)
 David Shaw (exp. 1/1/10)
 Elizabeth Shaw (exp. 6/20/11)

BOARD OF ASSESSMENT REVIEW

Bruce Kerns, chair
 Rotha Chan (9/1/10)
 Barbara Dresser (exp 11/1/12)
 Cuong Do (exp 9/1/13)
 Robert Bolduc, Jr.

HISTORIC PRESERVATION COMMISSION (3 year term)

Audrey Milne, Chair (exp. 6/30/10)
 Bob Demers (exp. 6/30/10)
 Gabrielle Gallucci (6/30/09)
 Johanna Hoffman (exp. 6/30/11)
 John Read (exp. 6/30/11)
 Robert Hollingworth

COASTAL WATER COMMISSION

Todd Steward, Chair (exp. 11/3/11)
 Thomas Casamassa, Asst
 Harbormaster (exp. 5/7/10)
 Robert Steeves (exp. 8/5/11)
 Michael Gray (exp. 2/1/12)
 Gary Marston (exp. 10/16/11)
 James Katz (exp. 11/3/11)
 Robert Barris (exp. 5/7/10)

TRAFFIC SAFETY COMMITTEE

Dep. Chief Charles Labonte
 Richard Michaud
 Marston Lovell
 Eric Cote
 Chief Bradley Paul
 Chief Alden Murphy
 Michael Bolduc

RECREATION ADVISORY BOARD

Cuong Do (exp. 9/1/11)
 John Bouchard (exp. 3/30/10)
 Geoffrey Burr (exp. 6/30/10)
 Todd Duschaine (exp. 6/30/09)
 Don Osman (exp. 11/30/11)
 Jean Shore-Cabral (exp. 6/30/09)
 Michael Leighton (exp. 6/15/12)

ZONING BOARD OF APPEALS (3 year term)

David Bedell (exp. 11/5/12)
 Shawn Marsh, Chair (exp. 1/1/12)
 George Chase (exp. 9/15/10)
 Richard Parker (exp. 1/1/12)
 Richard Buhr (exp. 11/30/13)
 George Starr, Jr. (exp. 5/30/10)
 William Tate (exp. 11/19/12)

SACO SHORELINE COMMISSION

Dean Coniaris, Chair (exp. 12/31/09)
 Faye Casey (exp. 2/1/12)
 Paul Descoteau (exp. 12/31/10)
 Gilles Lauzon (exp. 12/31/10)
 Richard Milliard (exp. 2/1/12)
 Peter C. Marks (exp. 12/31/09)
 Ron Morton (liason)
 George Roth (exp. 12/31/09)
 Pauline Kane (exp. 2/1/12)

BOARD OF VOTER REGISTRATION

(2 Year Term)

Lucette Pellerin, Chair
 Janet Fernald
 Arlene Murchison

REGISTRAR BOARD OF APPEALS

(2 Year Term)

Joan Lamontagne, Chair
 Peter Yarborough
 Helen Fisher

For Your Information

Vehicle Registration

New registration, as well as re-registration, can now be done at City Hall without having to go to the Department of Motor Vehicle. To register a new vehicle purchased from a Maine dealer, you will need the blue application for Title, the green Dealer's Certificate, proof of insurance for the vehicle and current mileage, the window sticker (Monroney Label), and if you plan to transfer plates from another vehicle you currently have registered, you will also need to bring the registration for that vehicle.

If you have a vehicle that you have purchased privately within Maine to register, you will need to bring the title to the vehicle, if it is a 1991 model or newer, properly signed on the back; you will also need any release of lien from the prior owner's lender if applicable; a bill of sale; proof of insurance for the new vehicle and its current mileage; and if you plan to transfer plates from another vehicle you currently have registered, you will also need to bring the registration to that vehicle.

For cars from out of state dealerships, or leased vehicles, or if you have just moved to Saco, please call with questions. Re-registration requires proof of insurance and the current mileage, and it is helpful to have the expiring registration. Under state law, we cannot process any registration without proof of insurance. Excise tax is paid at the time of registration and is based on the Manufacturer's Suggested Retail Price (MSRP) the year the car was made. If that information is not known, it can be calculated from the following information: a serial or vehicle identification number, year, make, model, color, weight and optional equipment, of the vehicle to be registered.

Rapid Renewal is an option to re-register your vehicle online with payment by a credit card. You may log on to our website and re-register your vehicle!

Dog Licenses

To license a dog, a current State of Maine rabies certificate must be presented along with a spaying certificate for females and neutering certificate for males. The fee for unaltered dogs, male or female, is \$10.00 and \$6.00 for altered dogs. All dogs six months or older must be licensed each year. A late fee of \$15.00 will be charged to those licenses renewed after January 31. Individuals whose names appear on the warrant will pay a \$25 penalty.

Fish and Game Licenses—Resident fishing or hunting licenses may be obtained from the City Clerk and the cost is \$24.00 per license. The cost of a combination fishing and hunting license is \$41.00. A junior hunting license may be obtained for a person 10 years of age or older and under 16 years for \$10.00.

Marriage Licenses—A marriage license may be obtained from the City Clerk. For persons previously married, a certificate must be presented indicating the dissolution of the former marriage. The application for a marriage license is valid for 90 days from the date of issuance.

Birth Certificates—Birth Certificates may be obtained from:

- 1) The City or Town in which the child was born;
- 2) The City or Town in which the mother was living at the time of the birth; or
- 3) The State Department of Vital Statistics located in Augusta, Maine

The fee for a birth certificate is \$10.00 for the first copy and \$5.00 for each additional copy.

Saco Recycles

HOW TO PREPARE YOUR MATERIALS FOR RECYCLING -- QUESTIONS? CALL: (282-1552) Recycling Center at 351 North Street Sarah Wojcoski, Recycling Coordinator

Glass: - » All glass bottles, jars (colored & clear)

» Labels OK » Wash out and rinse

» No light bulbs or mirrors—No broken plates or pyrex

Plastic:

» 100% #1 plastic including colored

» No PVC pipe or biodegradable plastic

» No plastic film food wrap

» Labels OK

Magazines & Phone Books:

» Keep clean & dry

» Deposit loose

Cans: - » All metal food & drink cans, metal lids

» Wash out and rinse

» Empty aerosol cans with caps removed

Paperboard: - » dry & clean paperboard (cereal, rice, cake, cracker mix boxes, etc.); please remove any inside packaging

Papers, Newspapers, Kraft Bags:

» newspapers, junk mail, greeting cards, calendars, canceled checks, computer paper, paper bags, flyers, inserts

» Leave them loose or in paper bags - do not tie them with string

» Please - no plastic or other paper wrap

Glossary of Terms

Mean – The average value of a set of numbers.

Mean rating – The average value of a set of ratings.

Mission Statement – A mission statement broadly outlines the organization or department's future directions and serves as a guiding concept for what the entity is to do and become.

Per Capita – Per person; per unit of population.

Performance Measures – Tracking on a regular basis various indicators in an attempt to assist City staff, citizens, and government officials in: identifying financial, program and service

results; evaluating past resource decisions; and facilitating improvements in future decisions regarding resource allocation and service.

Strategic Plan – Statement outlining the city's mission and future direction, near-term and long-term performance targets, and strategy, in light of the city's external and internal situation.

Strategy – Action plan for achieving the City's objectives; strategy is mirrored in the pattern of moves and approaches devised by city staff to produce the desired results. Strategy is the HOW of pursuing the City's mission and reaching target objectives.

References

Ammons, D. N. (2001). Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd ed.). Sage Publications.

Strategic Marketing Services (2005). Report to the City of Saco, Maine. Unpublished.

Other Resource Materials

Fountain, J. et al (2003). Reporting Performance Information: Suggested Criteria for Effective Communication. Government Accounting Standards Board.

Review Guidelines September 2004, COA in SEA Reporting Program Implementation Phase, Association of Government Accountants.

List of Referenced Reports

City of Saco Strategic Plan (March, 2004). A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

A Report to the City of Saco (Citizen Opinion Survey, December 2005) A copy of the citizen's

survey and its results can be seen at and/or printed from the city website: www.sacomaine.org.

City of Saco Comprehensive Annual Financial Report (2005) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

City of Saco Distinguished Budget Presentation (2006) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

City of Saco Comprehensive Plan (2000) A copy of this report can be seen at the Economic

Development and Planning Department.

A Plan for the Parks: Capital Improvement Plan for the City of Saco Parks System Years 2001 - 2010 (February, 2001) A copy of this report can be seen at the Parks & Recreation Department or at the Economic Development and Planning Department.

Parks & Recreation Needs Assessment (October, 2003) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

Information Technology Plan (April, 2002) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

Saco Municipal Landfill Recreation and Reuse Plan (1998) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

City of Saco, Maine Second Annual Performance Report on Delivery of City Services Fiscal Year 2005 (January 2006); Can be seen and/or printed from the city website: sacomaine.org

Directory of Information and Services—Website Address: www.sacomaine.org

City Hall Office Hours are 8:30 am to 5:00 pm - Monday through Thursday, 7:30 am to 4:00 pm on Friday

Administration—Richard Michaud, City Administrator	282-4191
Personnel Officer , Tammy Lambert	710-5003
Assessing—Daniel Sanborn, Assessor	282-1611
Building, Plumbing, Electrical Permits & Zoning Code	
Richard Lambert, Code Enforcement Officer	284-6983
City Clerk - Lucette Pellerin:	
Certificates - Birth, Death, & Marriage	284-4831
Licenses - Dog, Victualers, Liquor, Hunting, Fishing, Mooring Business Reg	284-4831
Dyer Library - Mon, Wed, Fri 9:30 am to 5:00 pm - Tues & Thurs 9:30 am to 8:00 pm	
Sat 9:30 am to 12:30 pm	283-3861
Economic Development—Peter Morelli, Director	282-3487
Finance Department—Beth Cote, Finance Director	282-1032
Fire Department— Chief Alden Murphy	282-3244
Burning Permits	282-3244
Dispatch	283-3661
General Assistance - Tuesday & Thursday 8:30 am to 5:00 pm by Appointment,	
Michele Hughes, Director	282-8206
Information Technology Department—David Lawler, Director	602-1696
Parks & Recreation—Joe Hirsch, Director	283-3139
Planning Department—Bob Hamblen, City Planner	282-3487
Police Department—Chief Bradley Paul	282-8214
Dispatch	284-4535
Public Works Department—Mike Bolduc, Director	284-6641
Sewer Department - Snow Removal - Storm Drainage - Road Maintenance	284-6641
Recycling Center - 351 North Street - Monday through Friday 7:00 am to 3:00 pm	284-4646
Superintendent of Schools - Mike Lafortune	284-4505
Solid Waste Collection - Call BBI Waste for curbside pickup times and list of acceptable materials	934-3880
Tax Collector—Stephanie Weaver	282-3303
Tax & Registration -Property Taxes - Registration of Vehicles, ATV, Snowmobiles, Boats	282-1032
Transfer Station - Fall: 8:00 am to 4:00 pm - Spring: 9:00 am to 5:00 pm - Closed Thursdays & Sundays ..	282-7230
Treatment Plant—Howard Carter, Director	282-3564